Report to Council on
Public Hearing Recommendations 1 - 5
from the
Final Report of the
Steering Implementation Committee
# of the
Planning Process Round Table

October, 1996

Agenda Item No.:__________

Planning Process Round Table Steering Implementation Committee - Final Report - Decision Making Bodies - Projected Costs

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Recommendations:

1. That Attachment 1 be received for information.
2. That recommendations 1, 2, 3i), 3ii), 3iii), 4iv) and 5 not be implemented.

Issue Summary

- Council completed all discussions related to the Planning Process Round Table with the exception of five specific recommendations related to improving the Public Hearing process on Land Use Bylaws.
- The Department evaluated the recommendations in respect to costs, benefits, and alternatives. The Department has implemented the recommendations that would improve service at a minimal cost. The remaining recommendations are either too costly and/or are not seen as an improvement to service.
- Attachment 1 of this report presents the cost of implementing the five recommendations and adds some consideration of their implications and alternatives.

Previous Council/Committee Action on this Issue

On May 21, 1996, Council considered the Final Report of the Planning Process Round Table. In accepting the Report Council made the following motion:

> "That Recommendation 5 of the Decision-Making Bodies Committee (page 9) be referred back to the City Manager and return to Council with projected costs and a plan of implementation."

Report

The Final Report of the Steering Implementation Committee of the Planning Process Round Table contained recommendations from the Decision-Making Bodies Committee that were intended to improve the functioning of the Public Hearings related to Land Use Bylaws.

In response to Council's direction, the Department evaluated the recommendations in respect to costs, benefits and alternatives for implementation. Attachment 1 provides, in chart form, the specific recommendation from the Decision-Making Bodies Committee, the dollar cost and the additional administrative cost involved in implementing the recommendation. The chart goes on to outline how each recommendation might be implemented and provides some indication of the practical implications of implementing the recommendation. In some cases alternatives are suggested.

The Department used cost figures from similar procedures to arrive at the cost estimates provided in this report. For example, the cost of providing a Public Hearing in the community in which the land use proposal is located, was estimated from the costs of running a Ward Town Hall meeting. Similarly, additional administrative time requirements are based on experience with other processes. For example, the City has experience in holding more than one set of Public Hearings each month. Council will recall that Public Hearings used to be scheduled at 1:30 p.m. on each regular Council agenda, adding to the length of meetings and disrupting the flow of regular Council business.

Budget / Financial Implications

- The cost of implementing recommendations 1 and 2 from the committee represents a 42% increase in newspaper advertising fees (total cost $2700 per meeting) and a $500 cost for hall rental for each local Public Hearing.
- There are some minor capital costs in setting up the telephone system suggested in recommendation 4iv) and some staff training needs associated with it but the

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Routing: City Council
Delegation: Bob Caldwell
Written By: Mark Garrett
October 2, 1996 Planning and Development Department
File: 96PDP065

costs of operating the system after set-up is minimal.

- The remaining recommendations have no specific budget or financial implications.

Justification of Recommendations

1. Recommendations 4i), ii) and iii) have all been implemented as improvements to the process and have had little or no cost implications.
2. The Planning and Development Department does not recommend implementing the remaining recommendations. Recommendations 1 and 2 represent a significant deviation from current practice and add considerable cost. The current practice is seen as satisfactory and no long term benefit to changing the number of hearings or their location is foreseen.. Recommendations 3i), ii) and iii) could be implemented with changes to the Procedures and Committees Bylaw but in the opinion of the Department would have conflicting results, none of which would actually improve the process. Recommendation 4iv) involves staff time to fulfil and would not be seen as an improvement over current practice, which provides the most accurate sources of information and knowledge. Recommendation 5 could be implement by changing the preamble to the Public Hearing given by the Mayor. While it may represent an additional courtesy it does not by itself improve the Public Hearing.

Background Information Attached

1. Review of Planning Round Table Public Hearing Process Recommendations.

Others Consulted for this Report

- David Edey, Office of the City Clerk

Attachment 1

Review of Planning Round Table Public Hearing Process Recommendations
Projected Costs and Implementation

Recommendation	Cost	Time	Implementation Start	Implications	Alternative
1. That Council hold public hearings more than once a month.	• advertising: amendments, adoption of plans = $791.80; lane closures = $1605.00. • the Sun has a deal with the City that if a page or more of advertising is needed they charge $0.76 per line. If less than a page the cost is $1.34 per line. • staff time. • council time.	• staff time. • Council time.	• hold hearings at 1:30 P.M. on regular Council Days (approx. twice a month). • Council should pass this recommendation prior to establishment of 1997 Council meeting schedule.	• used to be standard. • means that regular business often gets deferred.	• maintain status quo • schedule another Council meeting in addition to existing.
2. That Council hold public hearings for high profile issues in the community.	• rental of facilities and equipment: hall rental $50.00 (schools free); sound system $450.00; advertising in Journal, Sun and Examiner $2,100.00; posters $600.00; contingency fund $100.00; total approximately $3300.00 (figures based on Ward Meetings).	• staff time to set up at new location • travel time for staff and Council	• experiment • could be held during the special Council meetings scheduled four times a year (March, May, June, September).	• one issue meetings • no change in input, but less technical support. • duplicates standard public hearings. • define high profile? • inconsistency of location, time and purpose of meetings may cause confusion	• make better use of 7 P.M. slot so more residents can attend. • have Ward Councillors hold pre-hearing meetings with community.

Recommendation	Cost	Time	Implementation Start	Implications	Alternative
3. That Council amend public hearing procedures to:					
i) allow comprehensive presentations;	• potentially longer hearings, more Council and staff time. • currently each speaker is allowed only five minutes to present even if they represent more than one person, unless Council decides otherwise.	• potentially more Council and staff time.	• requires an amendment to the Procedures and Committees Bylaw. • immediate implementation.	• potentially longer hearings unless it could be agreed beforehand that the more comprehensive presentation represents a number of individuals or interests, thus reducing the number of presenters.	• retain five minute limit on speakers. • extensions can be granted at Council's discretion if required.
ii) limit repetitiveness by presenters;	• none, there is a potential for savings.	• could save time	• requires an amendment to the Procedures and Committees Bylaw. • immediate implementation.	• potentially reduce length of hearings • could be viewed as undemocratic. • Section 230 of the Municipal Government Act requires that Council hear from any person, group, or representative of same, affected by a proposed bylaw.	• let presenters repeat previously made comments but only up to five minute limit.
iii) reduce time used for questioning of presenters.	• none, likely reduce costs related to staff and council time. • currently each Councillor has only five minutes to ask questions.	• reduce staff and Council time.	• requires an amendment to the Procedures and Committees Bylaw. • immediate implementation.	• limits Council's ability to question presenters. • statements or facts that need to be clarified may not be. • may be viewed as undemocratic.	• maintain status quo of limiting each Councillor to five minutes for asking questions. • extensions can be granted at Council's discretion if required.

Recommendation	Cost	Time	Implementation Start	Implications	Alternative
4. That the Administration take the following actions to educate and inform the public about the public hearing process:					
i) prepare a standard information sheet about the public hearing process to be sent out with notification letters;	• done, includes: where to view bylaws; the date, time and location of hearings; procedures on speaking and writing to Council; requesting a postponement of a hearing; and, for road closures, how to petition Council.	• done	• done	• done	• not applicable
ii) identify on the information sheet the options for providing public input including: writing to City Council, calling the Citizen Action Centre, completing a survey;	• done, as per above. • Citizen Action Line refers customers to the Dept. or City Clerk. • The Dept. engages in consensus building, including surveys, for major issues or redistrictings, otherwise up to community.	• done	• done	• done	• not applicable

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Recommendation	Cost	Time	Implementation Start	Implications	Alternative
iii) identify the name of the planner handling the application on the notification letter;	• done: Pre-Public Hearing notices are sent to landowners within 60m of a proposed redistricting, as well as other relevant stakeholders, identifying the nature of the redistricting, the applicant, as well as the name and phone number of the planner responsible for the application.	• done	• done	• done	• not applicable
iv) set up a telephone information line with information about: proposed developments by area of the City; public hearings and important dates; the appeal and application process;	• staff time to set up line • training of staff on planning process and procedures.	• staff time for training, setting up information line	• 1997	• currently customers are referred to the relevant Branch, Section and planner for information. • to receive accurate information from one source would require that the source be knowledgeable about all aspects of the planning process. • the source would not be as current or knowledgeable as planner or technician directly involved with the development or planning issue.	• status quo: the Dept. has a customer service line which refers customers to the appropriate Branch or Section for information on applications, hearing dates, process etc.. • Information could be given to Citizens Action Line but because many of the questions are of a technical nature they would likely get referred to the Dept. • Action Line does give out information on hearing dates but not agendas, refers to City Clerk.

Recommendation	Cost	Time	Implementation Start	Implications	Alternative
v) make public hearing information available on the Freenet or Internet.	• staff time	• approx. 3 days (based on 5 redistrictings) to format information (text, maps, photos) and up-load onto net.	• 1996	• none	• **City Clerk has information on Council meetings, agendas and minutes on the City's home page.** • **Information on the public hearing process will be included on the home page in the near future.**
5. That presenters at public hearings in the Council Chambers be provided with the options of speaking from the speakers podium, or from the administration desk, or at the right and left side tables.	• none	• none	• immediately	• City Clerk would have to change reference as to where presenters can speak during orientation speech given by the major at beginning of hearing.	• **none**

CITY COUNCIL MEETING NO. 4

Tuesday, November 12, 1996

SUMMARY OF COUNCIL'S DECISION ON ITEM E.O4.

1.	That the October 2, 1996 Planning and Development report be received for information.	City Manager Planning and Development
2.	That recommendations 1, 2, 3(i), 3(ii), 3(iii), 4(iv) and 5 not be implemented.	(Refer to Public Hearings Recommendations, 1-5, p. 65 of the Final Report of the Steering Implementation Committee of the Planning Process Round Table).

Planning Process
Round Table

Final Report

of the

Steering Implementation Committee

of the

Planning Process Round Table

May 1996

With the Assistance of the City of Edmonton
Planning and Development Department

FINAL REPORT

of the

STEERING IMPLEMENTATION COMMITTEE

of the

PLANNING PROCESS ROUND TABLE

An independent review of the planning process in the City of Edmonton, as directed by City Council, and prepared by the sub-committees of the Planning Process Round Table being composed of the various players and stakeholders involved: residents, planners, elected representatives, developers, homebuilders, architects, designers, engineers, financiers and realtors.

May, 1996

TABLE OF CONTENTS

PREFACE vii

PLANNING PROCESS ROUND TABLE, STEERING IMPLEMENTATION COMMITTEE FINAL REPORT ix

CITY COUNCIL MEETING NO. 26, SUMMARY OF COUNCIL'S DECISION ON ITEM E.02 xi

ATTACHMENT 1: FINAL REPORT OF THE STEERING IMPLEMENTATION COMMITTEE OF THE PLANNING PROCESS ROUND TABLE 1

- **INTRODUCTION** 3
- **BACKGROUND TO THE PLANNING PROCESS ROUND TABLE** 5
- **MISSION STATEMENT AND GUIDING PRINCIPLES** 11
- **HIGHLIGHTS** 15
- **SUBCOMMITTEE REPORTS** 21
  - **ROLES AND RESPONSIBILITIES OF PARTICIPANTS IN THE PLANNING PROCESS** 23
  - **PUBLIC EDUCATION AND AWARENESS REPORT** 29
    - *Recommendations* 30
  - **NOTIFICATION OF "STAKEHOLDERS" REPORT** 35
    - *Recommendations* 36
  - **CONFLICT MANAGEMENT REPORT** 41
    - *General Recommendations* 41
    - *Specific Recommendations* 42
    - *Conflict Management* 45
    - *Conflict Resolution Techniques* 47
    - *Appendix: Summary of Conflict Management Recommendations From the Round Table* 57

DECISION MAKING BODIES REPORT **61**
Development Appeal Board *61*
Zoning Review Board *63*
Planning Advisory Commission *64*
Public Hearings *65*
Attachment I(a): Decision-Making Bodies Subcommittee Recommendations to the Implementation Committee of the Planning Process Round Table Concerning the Development Appeal Board *67*
Attachment I(b): DAB Deliberations In Camera vs. In Public the Case For and Against *70*
Attachment II: A Recommendation Concerning Rezoning Applications *73*
    Appendix A - Legislation *76*
    Appendix B - Suggested Basic Procedure *77*
Attachment III: A Proposal for the Establishment of an Edmonton Planning Advisory Commission *80*
    Appendix A - Guidelines for the Establishment of an Edmonton Planning Advisory Commission *81*
Attachment IV: Public Hearings - Specific Recommendations of the Planning Process Round Table with Potential Solutions *86*

EFFICIENCY REPORT **89**
Executive Summary *89*
Background *93*
Mandate *94*
Issues and Actions *97*
Major Process Revisions *97*
Conclusions *100*
Recommendations *100*
Appendix I: Theme Two - How can We Make the Planning Process More Effective? 103
Appendix II: Summary of Identified Issues and Actions *115*
Appendix III: Revised and Alternate Flow Charts *123*
    The Revised Servicing Concept Design Brief Adoption Process *125*
    The Revised Area Structure Plan Adoption Process *133*
    The Revised NASP/NSP Adoption Process *141*
    The Revised ASP, NSP, and NASP Amendment Process *149*
    The Revised Redistricting Process *157*
    The Alternate Redistricting Process *163*
    The Revised Road Closure Process *169*
    The Alternate Road Closure Process *175*
    The Revised Subdivision Process *181*
    The Revised Servicing Agreement Process *185*
    The Revised Engineering Drawings Process *189*
    The Revised Utility Right-of-Way and Easement Document Process *193*
    The Revised Restrictive Covenant Process *197*
    The Revised Plan Endorsement and Registration Process *201*

The Revised Subdivision Officer Approval Process 205

MISCELLANEOUS REPORT **209**

ATTACHMENT 2: PLANNING AND DEVELOPMENT DEPARTMENT RESPONSE REPORT TO THE STEERING IMPLEMENTATION COMMITTEE RECOMMENDATIONS **217**

LIST OF ILLUSTRATIONS

Revised SCDB Adoption Process *127*
Revised ASP Adoption Process *135*
Revised NASP/NSP-Adoption Process *143*
Revised ASP, NSP and NASP Amendment Process *151*
Revised Redistricting Process *159*
Alternate Redistricting Process *165*
Revised Road Closure Process *171*
Alternate Road Closure Process *177*
Revised Subdivision Process *183*
Revised Servicing Agreement Process *187*
Revised Engineering Drawings Process *191*
Revised Utility Right-of-Way and Easement Document Process *195*
Revised Restrictive Covenant Process *199*
Revised Plan Endorsement and Registration Process *203*
Revised Subdivision Officer Approval Process *207*

TABLES

Efficiency Report Table of Acronyms *92*
Planning and Development Department Response to Steering Implementation Committee Recommendations:
  Number of Recommendations by Committee *221*
  Number of Approvals Required for Actions by Authority *221*
  Notification Committee Recommendations *222*
  Public Education and Awareness Committee Recommendations *224*
  Decision-Making Bodies Committee Recommendations *227*
  Conflict Management Committee Recommendations *230*
  Efficiency Committee Recommendations *237*
  Miscellaneous Recommendations *240*

PREFACE

In the fall of 1993, the Planning and Development Department of the City of Edmonton launched a unique project, entitled the Planning Process Round Table. It was unique in at least three ways. Firstly, instead of being focused on a particular project or community concern, as have many planning-related studies in the past, this exercise was clearly to be focused on *process*. Secondly, the issues to be addressed were identified not by the Planning and Development Department but by the citizens of the City of Edmonton. Lastly, the method used for defining problems and recommending solutions was an ongoing round table format; citizens from diverse backgrounds (e.g., planners, architects, special interest groups, community leaders, and developers) met in a number of theme groups over an extended period of time to carry out their tasks.

This report culminates the work that has been done since the fall of 1993. The first phase resulted in nine theme groups putting forward approximately 180 recommendations for changes in the planning process. This is documented in the Planning Process Round Table Report of June 1994 and in a consolidated version published in August 1994. Following that, a Steering Implementation Committee - again composed of people from a diversity of backgrounds - was struck to go through all the recommendations and determine means of implementation; the results of that process is this document. Since 1993, some 200 people have been involved in this exercise, representing thousands of hours of volunteer time.

As Project Manager of this massive undertaking I have been asked to reflect upon what the exercise has achieved in the final analysis. Quite clearly, changes will result. These changes will include a new attitude towards conflict management, a new public education officer in the Planning and Development Department, more efficient processes, and improved notification procedures. However, going beyond the changes themselves, I note the following:

- The City of Edmonton's Planning and Development Department, unlike most similar departments throughout the country, now has a Mission Statement, Roles and Responsibilities for all participants, and Guiding Principles. These will be a foundation, an anchor, and a strong focal point for planning activity in the future.
- I firmly believe that the Department's image has been improved as it has actively gone out to seek criticism of itself and has worked with those comments to make positive gain. Internally, staff most involved with the process can now attest to the advantages of multi-disciplinary discussion in solving problems.
- Communications among various participants have been opened up; productive relationships have developed. Hopefully, we can use these as the basis of a new attitude toward conflict avoidance.
- People have taken time to listen to each other and to try to understand others; perhaps this positive attitude towards problem solving will spread.

Do I have any reservations? It would probably be very short-sighted not to. I wonder if the attitude toward conflict resolution practised in the round table and prescribed in this report can really be adopted; I truly hope it can. With the mere volume of recommendations to be implemented, one must wonder if some will fall by the wayside. The present commitment by the Department must continue into the future. I would ask the Department to keep participants informed as changes occur. In this way the many people involved can be assured that their efforts have been realized; in the end, that is the best way in which the Department can show their gratitude.

In closing, I would like to say that it has been my pleasure to meet so many people over the last few years. I have been touched and inspired by their dedication to this project and their determination to make this an even better city in which to work and live.

Lynne Dale,
Project Manager
July 1996

Planning Process Round Table, Steering Implementation Committee Final Report

Recommendations:

1. That the Final Report of the Steering Implementation Committee of the Planning Process Round Table be received as information (Attachment 1).
2. That the Mission Statement and Guiding Principles (pp11-13) and the Roles and Responsibilities (pp24-30) of the Final Report of the Steering Implementation Committee of the Planning Process Round Table be adopted.
3. That the Action Plans, detailed in the Planning and Development Department Response to the recommendations of the Final Report of the Steering Implementation Committee of the Planning Process Round Table be approved (Attachment 2).
4. That the Planning and Development Department report back annually on progress in the implementation of the Action Plans.

Issue Summary:

- One of the Recommendations from the Planning Process Round Table Report, June 1994, was that a Steering Implementation Committee be struck to determine ways to implement the recommendations ensuing from that initial report.
- Members of the Steering Implementation Committee (SIC), representing a diverse combination of interests in the planning process, were endorsed by City Council.
- The focus of the SIC was to find mechanisms to implement the June 1994 Report.
- These mechanisms were designed to be practical, reasonable, and workable.
- Members of the Planning and Development Department were involved not only in the SIC, but in all sub-committees, to ensure understanding of the problems, appropriate solutions, and commitment to implement changes.
- The SIC addressed ALL recommendations from the June 1994 Report in their findings.
- The SIC did their upmost to ensure linkages and commonalties among reports.
- The SIC seeks Council commitment to act on those things that require Council endorsement.
- The SIC also seeks Council support for the Planning and Development Department to be able to pursue the commitments it has made in this report.
- Some recommendations have already been implemented by the Planning and Development Department, others will happen quickly, and others will-evolve on an ongoing basis.
- The Planning and Development Department Response report provides general comments on each of the recommendations, indicates what approvals (if any) are required, outlines costs and timelines for implementation, provides details on the actions required, and indicates the budget year in which action will be scheduled.
- Most of the recommendations can proceed with Planning and Development acceptance. However some recommendations require City Council's or other external agencies' further consideration.
- The Planning and Development Department is committed to continuous improvement and greatly appreciates the valuable and thoughtful contributions of over one hundred volunteers, who have collectively spent thousands of volunteer hours to improve the planning process.

Previous Committee Action on this Issue:

Council Actions:

- At the October 25, 1994 meeting of City Council the following motion was approved:

  "that the Terms of Reference for the Steering Implementation Committee be approved as amended:

  1. Duties and Responsibilities, 3:
  2. Consolidate and analyze the recommendations and identify those which can be addressed by City Departments without further clarification, priorize the recommendations and bring forward a further report to City Council."

Justification of Current Recommendation(s):

1. This report identifies implementation strategies recommended by the Steering Implementation Committee.
2. Further implementation of improvements to the planning process will be guided by these City Council adopted statements and guiding principles.
3. Approval of the Action Plans will commit the Administration, most notably the Planning and Development Department, to a course of action over the next 3 years.
4. Progress reports, as appropriate, will update City Council on changes and improvements in service.

Background Information Attached:

1. Final Report of the Steering Implementation Committee of the Planning Process Round Table.
2. Planning and Development Department Response.

Others Approving this Report:

Bob Caldwell, Manager, Planning Services Branch

Committee Routing:	City Council
Delegation:	Bob Caldwell/Lynne Dale
Written By:	Heather McRae/Lynne Dale
March 27, 1996	Planning and Development Department

File: 96PDP046

CITY COUNCIL MEETING NO. 26

Tuesday, May 21, 1996

SUMMARY OF COUNCIL'S DECISION ON ITEM E.02.

City Manager
Planning and Development

Due: **Annually**

1. That the Final Report of the Steering Implementation Committee of the Planning Process Round Table be received as information (Attachment 1 of the March 27, 1996 Planning and Development Department report).

2. That the Mission Statement and Guiding Principles (pages 11-13) and the Roles and Responsibilities (pages 24-30) of the Final Report of the Steering Implementation Committee of the Planning Process Round Table be adopted.

3. That the Action Plans, detailed in the Planning and Development Department Response to the recommendations of the Final Report of the Steering Implementation Committee of the Planning Process Round Table, be approved (Attachment 2 of the March 27, 1996 Planning and Development Department report).

4. That Recommendation 5 of the Decision-Making Bodies Committee (page 9) be referred back to the city manager and return to Council with projected costs and a plan for implementation.

5. That the Planning and Development Department report back annually on progress in the implementation of the Action Plans.

ATTACHMENT 1

FINAL REPORT

of the
STEERING IMPLEMENTATION COMMITTEE

of the
PLANNING PROCESS ROUND TABLE

Prepared for: City of Edmonton
May, 1996

INTRODUCTION

The following is the final report of the Steering Implementation Committee of the Planning Process Round Table. This report culminates an intensive review of the planning process by people who participate in that process: community league representatives; special interest groups; developers; professional planners, architects, and engineers; members of the Civic Administration; and, individuals.

During the first phase, over the course of many meetings in the winter/spring of 1994, over 100 volunteers came forward to discuss their concerns and recommend ways to improve the process. This effort resulted in nine reports, containing some 180 recommendations. After this initial effort, it became clear that yet more work was needed to determine strategies to implement those many recommendations. The Steering Implementation Committee was struck for this purpose. The membership of this Committee was approved by City Council.

The Steering Implementation Committee met over thirty times during the last year to fulfill their mandate. The work has been accomplished with the help of sub-committees, composed of volunteers representing various interests in the planning process and members of the Planning and Development Department. These Sub-Committees have each met four to twenty times to complete their work. Therefore, as was the case with the first phase, the Implementation Phase again represents an intensive, cooperative volunteer effort. Membership in the various committees is listed at the end of the Introduction.

This report is structured as follows:

(1) Background to the Planning Process Round Table
(2) Mission Statement and Guiding Principles
(2) Highlights by Topic Area
(3) The detailed reports by Topic Area, as noted:
    - Roles and Responsibilities
    - Public Education and Awareness
    - Notification
    - Conflict Management
    - Decision-making Bodies
    - Efficiency
    - Miscellaneous Components

The Planning and Development Department has worked closely with the Steering Implementation Committee during this phase of the project, providing advice, insights, expertise, and resources. The Committee acknowledges these efforts with sincere gratitude.

The Department has prepared a "Response Report to Steering Implementation Committee Recommendations". The report clearly acknowledges: (1) where the Department has already initiated changes resulting from Round Table recommendations; (2) where the Department plans to initiate action; and (3) where Council actions are required. The majority of the recommendations fall within the first two categories.

The Committee is very pleased that the Department has already initiated changes that are within its purview, and recognizes this as another sign of the Department's support of the Planning Process Round Table and the recommendations that resulted from it. At the same time, the Committee acknowledges the need to have the implementation activities monitored, on an ongoing basis. It is suggested that the Planning Advisory Commission, recommended in this report, could be the body to do this.

Given the Department's commitment to change, the Committee wishes to highlight the areas in which City Council has to make decisions, in order to complete the adoption of changes resulting from the Round Table process. These are as follows:

- approve the Mission Statement and Guiding Principles as the basis of the Planning Process, to be adopted by all participants in the Process;
- approve the Roles and Responsibilities;
- direct the Subdivision and Development Appeal Board to prepare and adopt a written Code of Ethics and Rules of Practice;
- direct the Subdivision and Development Appeal Board to continue to make decisions in camera, in response to the Customer Satisfaction Survey of October 1995;
- establish a Zoning Review Board, as part of the Land Use Bylaw review;
- establish a Planning Advisory Commission, as part of the Municipal Development Plan process;
- adopt ways to improve public hearing processes;
- adopt new ways of advertising for development applications; and,
- consider possible further Department requests needed to fulfill recommendations (e.g., creating a Public Education Officer in the Department and the financing of some conflict resolution processes).

BACKGROUND TO THE PLANNING PROCESS ROUND TABLE

GENERAL OBJECTIVE

The Terms of Reference for the Planning Process Round Table were approved by the City of Edmonton Council on April 27, 1993. From those Terms of Reference, the purpose of the Planning Process Round Table was stated as follows:

"...to review the current planning process in terms of the interaction of all the players and make recommendations to improve it. This is not intended to be primarily a technical review; the focus will be on finding the most effective way to incorporate the legitimate roles of the different players in the process that fosters co-operation and results in good urban planning decisions."

The "players" identified were: "residents, planners, elected representatives, developers, homebuilders, architects, designers, engineers, financiers, and realtors". In essence, then, the Planning Process Round Table was intended to be an inclusive process in which these various players were to come together to share their concerns regarding the planning process and to collectively come to agreement on how to improve it.

A number of factors over the previous years had lead to the decision to initiate the Planning Process Round Table. These included the following:

- repeated and costly confrontations between developers and neighbourhood groups;
- complaints from developers regarding inefficiencies in the process;
- concerns from citizens regarding lack of access to information, poor notification procedures, and a desire for "empowerment";
- a perceived lack of coordination among the various types of plans (e.g., General Municipal Plan, Land Use Bylaw, Neighbourhood Structure Plans); and,
- a desire to review and improve public hearing processes.

INITIATION OF THE PLANNING PROCESS ROUND TABLE

The Planning Process Round Table was formally initiated in August of 1993 with a press release announcing plans to improve the City's planning process through a series of round table discussions. In September of 1993 a Project Manager was hired to organize and manage the round table process. Because it was deemed important to have the Planning and Development Department at "arm's length" to the process, a consultant was hired in this capacity.

In the early fall, letters from the Mayor were sent to all community leagues in the City and to groups who had previously expressed an interest in the planning process. The latter involved over 100 groups, including: land developers; homebuilders; environment groups;

professional groups - planners, architects, and engineers; school boards; business groups; senior citizens; cultural groups; and the Civic Administration. Advertisements were also placed in newspapers, with the hope of getting individuals interested in the process. Those first efforts resulted in about 160 people expressing interest in being involved in the Planning Process Round Table.

There were two basic principles on which the organization of the Planning Process Round Table was founded from the outset. The first was to have a balance of perspectives represented throughout the discussions; the term "round table" was used and interpreted as a number of equal people getting together to discuss and resolve issues. The second was that the issues under discussion should initially be identified by the participants themselves.

Participants were given this opportunity to identify their own issues at a meeting in November of 1993. All of the 160 people who had responded to the initial soliciting of involvement were sent invitations to this meeting; about 120 came. They were divided into groups of ten to twelve each, the composition of each group representing a diversity of stakeholders. The issues and comments arising from those sessions were analyzed into nine theme areas. These became the themes for nine individual round table groups. They were as follows:

- Theme 1: Do We Need a Vision as the Basis for an Integrated Planning Process?
- Theme 2: How Can We Make the Planning Process more Effective?
- Theme 3: How Can We Improve the Land Use Bylaw?
- Theme 4: How Can We Reduce Conflict in the Planning Process?
- Theme 5: How Can We Better Balance City-wide Issues with Neighbourhood Concerns?
- Theme 6: Can We Improve the Decision-making Process?
- Theme 7: How Can We Improve the Planning and Development Process to Adapt to Change?
- Theme 8: How Can the Planning Process be Better Marketed and Communicated?
- Theme 9: How Can We Improve the Public Consultation Process?

All 160 people originally expressing interest in the process were sent letters listing these themes and were asked to state their priorities; about 135 responded. Participants in each theme group were designated by the Project Manager, based on three criteria: stated priorities (80% were allocated first or second priorities); the need for diversity of interests in each group; time of day/evening in which people could meet.

THE ROUND TABLE DISCUSSIONS

In early 1994, everyone was sent a timetable outlining when and where their meetings would take place. Meetings started in February and were to generally take place every two weeks, until May. As previously noted, each group had a diversity of interests - e.g., developers, community league representatives, special interests (e.g., environmental groups, senior citizens, cultural groups), professional groups (e.g., planners, architects, engineers), and individuals interested in the process. Each group had ten to fifteen people. Of the 135 who responded to the priorities survey, over 100 came to the first meeting and continued throughout the process. Very few people who started the process dropped out during it; those who chose not to continue usually did so from the outset, often due to the time commitment required.

Each theme group worked with a facilitator who had been trained in how to conduct the Round Table discussions. All groups were given a *suggested* agenda for each meeting. However, from the outset, it was made very clear that the groups could follow whatever format they chose, as long as their discussions were completed by the end of May. Their goal was to discuss and resolve their topic, in whatever way suited each group's need.

All participants recognized from the outset the need to reach consensus. No votes were taken at any of these meetings. Given the diversity of interests around the tables, reaching consensus was often difficult, especially in the initial stages, when participants were getting to understand each others' interests, backgrounds, and concerns.

An Advisory and Integrating Committee, consisting of one representative from each theme group, was struck to work with the Project Manager. They met regularly to discuss progress of the various groups, identify shortcomings, ensure that the meetings were on schedule, and discuss and share problems and insights.

THE FINAL PRODUCTS

As requested, all groups delivered a final report in May of 1994. While a format for the final reports had again been *suggested*, the groups were free to put their recommendations forward in whatever ways they felt appropriate. Since all reports reflected a significant amount of effort, discussion, and compromise, it was felt that, in order to preserve the integrity of the Round Table process, each report had to be prepared and printed in whatever format each group felt appropriate. The final report of all groups was published in June of 1994, simply entitled "Planning Process Round Table".

The Advisory and Integrating Committee did not feel it appropriate to analyze or re-write the nine reports in any way. Instead, in the Executive Summary of the June 1994 report, they identified six Goals that needed to be recognized in order to improve the Planning Process, based on the contents of the nine reports. They were as follows:

- clarification of stakeholder expectations;
- improved decision-making;

- prevention, reduction, and better management of conflict;
- communications/education;
- increased efficiency and effectiveness; and,
- meaningful participation in the Planning Process.

The Advisory and Integrating Committee also recognized the need for the Planning Process Round Table to go into a second phase: that of *implementation*. This was a key recommendation put forward by this Committee. Essentially, what the first phase did was to put forward many ideas (about 180 individual recommendations) on how to improve the planning process. It was evident that more thought had to be given to how, or even if, these ideas could be implemented.

Following the completion of the Round Table process, an evaluation was conducted, based on a survey sent to all participants. The results of this evaluation were printed in August of 1994. Generally, this report shows participant satisfaction with both the process and the product.

Comments from the evaluation survey indicated that many participants were interested in seeing the commonalities of the reports pulled together. Hence, the Project Manager prepared a Consolidation Report, also in August of 1994, in which all the recommendations from the initial nine reports were grouped together, using the six themes identified by the Advisory and Integrating Committee.

IMPLEMENTATION PHASE

Given their recognition that a second phase, that of Implementation, would be required, the Advisory and Integrating Committee solicited involvement in a Steering Implementation Committee in June of 1994. Nominations were received and, in the fall of 1994, the Advisory and Integrating Committee put forward their recommendations to City Council for endorsement.

The Implementation Phase began in early 1995. The Steering Implementation Committee (SIC) consisted of people with the same diversity of interests as the original Round Tables.

The first task the SIC faced was that of determining how to deal with all 180 recommendations, while ensuring that each individual recommendation was given due consideration. In the end, the activities of the SIC were as follows.

The SIC recognized the need to establish more certainty in the Planning Process. They therefore created a Mission Statement, Guiding Principles, and stated Roles and Responsibilities for all stakeholders in the Planning Process.

In addition, several sub-committees were formed to facilitate handling the volume of recommendations. They are as follows:

- public education and awareness;
- notification;
- conflict management;
- decision-making bodies; and,
- efficiency.

Each of these sub-committees met several times between June of 1995 and January of 1996. Each Committee consisted of at least one person from the SIC, someone from the Planning and Development Department, and other people representing whatever kinds of backgrounds it was felt necessary to discuss in detail the implementation strategies that would be necessary and appropriate to implement the recommendations forthcoming from Phase One. The number of meetings of each sub-committee varied greatly. The Public Education and Awareness group met only four times. The Efficiency Sub-Committee, charged with the job of going through every type of plan in the process to assess its process shortcoming and recommend changes, met on average twice a month during that timeframe. Each of these sub-committees put forward a report with clearly stated recommendations for implementation.

Following the completion of the Mission Statement, Guiding Principles, and Roles and Responsibilities, plus the five above-noted reports, the SIC then went through the entire original report from June of 1994, noting any individual recommendations that had not been covered by their work. This resulted in a report simply entitled "Miscellaneous" because of the diverse nature of its components.

Therefore, the following are put forward by the Steering Implementation Committee:

- Mission Statement and Guiding Principles;
- Roles and Responsibilities;
- Public Education and Awareness;
- Notification;
- Conflict Management;
- Decision-making Bodies;
- Efficiency; and,
- Miscellaneous.

These are submitted as follows:

(1) The Mission Statement and Guiding Principles

  - This report is separated from the others and put "up front" because its approval and subsequent adoption by all actors in the planning process is fundamental to the understanding and successful implementation of all the other reports.

(2) Highlights

- Each of the subsequent reports is summarized on one (or two) page(s) by firstly stating the Purpose of the report and then its Key Components/ Recommendations.

(3) The Reports

- The individual reports are included in their entirety. All sub-committees were free to write their reports in whatever ways they felt would most accurately reflect their discussions and conclusions. Essentially, however, the recommendations of the longer reports are summarized at the beginning of the report, while those of the shorter ones are not.

MISSION STATEMENT AND GUIDING PRINCIPLES

In the following, "the planning process" refers to:

- general municipal plan;
- subdivision plans;
- area structure plans;
- redistricting (rezoning);
- neighbourhood structure plans;
- development permits;
- area redevelopment plans;
- land use bylaw;
- community plans; and,
- road closures.

Also, "stakeholders" refers to individuals or groups having an identifiable interest in the outcome of a planning activity. The decision-making process recognizes that stakeholders will have different levels of interest.

MISSION STATEMENT

The purpose of the planning process is to initiate and manage change in a manner that is perceived by all stakeholders as fair, efficient, timely, open, effective, and publicly accountable.

GUIDING PRINCIPLES

In order to fulfil this Mission Statement, it is essential that all stakeholders in the planning process share and follow these guiding principles which set the environment within which the planning process will be conducted.

RESPECT FOR GOVERNING LEGISLATION

All stakeholders shall respect the spirit of Provincial legislation, the City of Edmonton's General Municipal Plan, and other planning-related by-laws, interpreted fairly and visibly as times change.

FAIRNESS

There will be recognition and consideration of the relative interests and rights of all stakeholders.

ACCOUNTABILITY

There is an expectation that all stakeholders will be accountable to their various constituents and to other stakeholders for their actions and representations in relation to the planning process.

COMMITMENT

All stakeholders must commit to and follow their roles and responsibilities in order to contribute to fairness and equity in the planning process.

INTEGRITY OF THE PROCESS

All stakeholders are expected and presumed to be truthful and honest and to work within a climate of mutual respect in order to enhance the integrity of the planning process.

SERVICE DELIVERY

The Civic Administration shall administer the planning process in an honest, impartial, timely, helpful, and courteous manner, to promote the goal of customer service. In its advisory capacity, the Administration must deliver professional opinion. The resources devoted to an application shall be commensurate with the complexity of the application.

EFFICIENCY

Every effort shall be made to strive for maximum efficiency in the design and administration of the planning process, subject to statutory requirements.

DECISIONS

The planning process is intended to reach decisions, in a fair and timely manner. Decisions will be based on clear and written principles, regulations and procedures, available to all stakeholders. Where decisions are not made in public, the reasons for those decisions shall be disclosed promptly.

AWARENESS AND EDUCATION

The planning process shall be accessible to all citizens through an appropriate and effective awareness and education program.

INFORMATION AND DISCLOSURE

All information that is relevant to the planning process shall be disclosed fairly, completely, and promptly.

PLAIN LANGUAGE

All aspects of the planning process shall be communicated in ways that promote understanding and simplicity.

CONFLICT RESOLUTION

The planning process shall be designed and managed to reduce and resolve conflict.

PUBLIC PARTICIPATION

Stakeholders shall be encouraged and assisted to participate in the planning process by providing opportunities for informed and timely input.

HIGHLIGHTS

ROLES AND RESPONSIBILITIES

Purpose:

- to interpret the Guiding Principles as they apply to all stakeholders;
- to provide certainty to the various stakeholders in the planning process regarding their role and responsibilities;
- to make it clear what the expectations are;
- to create a "yardstick" against which participation can be measured; and,
- to have all stakeholders abide by the stated roles and responsibilities.

Key Components/Recommendations:

- the roles and responsibilities of each type of stakeholder are clearly stated;
- these roles and responsibilities must be followed by all participants;
- approval by Council is required to implement Guiding Principles.

PUBLIC EDUCATION AND AWARENESS

Purpose:

- to promote knowledge and awareness of the planning process to all stakeholders and to the general public;
- to inform the public as to how and when to provide input into the process;
- to inform the public regarding ways in which the planning process impacts them;
- to reduce conflict by increasing awareness and knowledge;
- to facilitate and improve public involvement in the planning process; and,
- to provide education through a variety of user-friendly techniques

Key Components/Recommendations:

The establishment of a comprehensive and formal public education and awareness programme which has the following elements:

- a planning handbook or manual aimed at community leagues and other community-based groups, to assist them in understanding the various planning and related decision-making processes;
- pamphlets aimed at home buyers and renters, to point out how planning processes may impact their location decisions;
- establishment of partners in planning - e.g., realtors, landlords, financial institutions, home improvement centres - to assist in the distribution, use, and understanding of these pamphlets;

- establishment of partnerships with educational institutions to promote seminars and workshops related to various components of the planning process;
- review of telephone listings for the Planning and Development Department to ensure that they facilitate communications with the public;
- evaluation of the full range of electronic presentation aids to enhance information dissemination and understanding;
- investigation of funding/grant sources to support an education and awareness programme;
- improvement of notification letters;
- monitoring the effectiveness of the education and awareness programme; and,
- creation of a Public Education Officer position in the Planning and Development Department to coordinate the above recommendations.

NOTIFICATION

N.B. The recommendations in this report largely focus on the notification for development permit applications, since this is where the Sub-Committee felt there was most significant concern.

Purpose:

- to ensure that there is differentiation, rather than standardization of notification procedures, based on the likely impact of applications - i.e., that applications likely to have major community impact have widespread circulation, while applications likely to have minimal impact have concentrated circulation;
- to ensure that notice of applications likely to result in major change be provided to all people living in the community, not just owners;
- to facilitate the public's understanding of the intent of applications and their likely impacts on the community; and,
- to ensure that notices of application decisions, as well as notices of DAB hearings and decisions, go to the most appropriate people.

Key Components/Recommendations

(a) Development Permits:

- the erection of signs on sites of proposed developments, except for permitted uses without major variance;
- investigation of a "sign protocol" by the Planning and Development Department which would include;
    - * size of sign
    - * costs
    - * information requirements
    - * consistency, etc.

- elimination of newspaper notices at time of application submission;
- colour coding of notices to reflect significance, in terms of likely community impact;
- establishment of a registry of organizations eligible for notification;
- elements of a clear notification;
- specification of recipients of notices for each type of development permit; and,
- procedures for notification of decisions on applications; of Development Appeal Board hearings and decisions.

(b) Development Appeals:

- appeals related to variances for a permitted use application;
    * notice to abutting owners (as previously defined)
- appeals related to discretionary uses;
    * notice to owners within 60 metres
- appeals related to uses that are neither permitted or discretionary; and,
    * signs on property
    * notice to owners within 60 metres
    * notice to community leagues
    * notices to school boards and police service
- appeals related to applications dealing with discretionary uses and requiring design review.
    * signs on property
    * notices to owners within 60 metres
    * notices to all organizations which received a notice concerning the original application

(c) Rezonings/Subdivisions:

- adopting the term "rezoning" instead of "redistricting";
- reaffirmation of current procedures of notification for both subdivisions and rezonings; and,
- clarity in rezoning notices and signs, including the use of street addresses as well as legal addresses, and plain language.

CONFLICT MANAGEMENT

Purpose:

- to promote a philosophical change of attitude regarding conflict in the planning process, from one of "inevitable" to "we can work it out";
- to avoid, reduce, or resolve conflicts in the planning process;
- to reduce the time, frustration, and costs associated with conflict in the planning process;

- to move away from "win-lose" decisions towards creative, collaborative solutions; and,
- to establish both informal and formal mechanisms for better conflict management.

Key Components/Recommendations:

- the adoption and promotion of a positive attitude towards conflict management in the planning process, this philosophy to be applied consistently as a clearly recognized expectation in the process;
- encouragement of pre-application consultation with the Planning and Development Department;
- the use of informal discussions among interested parties to discuss concerns regarding proposals, early in the process;
- the focus of using these informal discussions to move towards "common ground", in an attempt to find creative, collaborative solutions;
- a detailed outline of when and how to use mediation in the planning process;
- the recognition of conflict management as a "loop" process, rather than a linear one, whereby any of the dispute resolution techniques may be revisited or introduced at any point in the planning process;
- the need to apply dispute resolution techniques appropriately to each individual situation;
- the recognition of Council's role as primarily being one of ratification when parties can come to agreement, and of arbitrator when they cannot;
- recognition of the need to find ways to finance some dispute resolution techniques (e.g., paying of mediators);
- identification of implications of conflict management on Civic Administration, including training, promotion, and attendance and role at meetings;
- a recognition that the type and level of conflict may vary from community to community when doing community plans; this, in turn, may lead to different manpower requirements e.g., the use of City staff vs. outside facilitators and planning consultants;
- the need for balanced perspectives during the preparation of community planning exercises, and the need for ongoing communication with the wider community throughout the process;
- promotion of informal collaboration and formal mediation by the DAB; and,
- proposed assessment of conflict management efforts after sufficient experience has been gained in their use.

DECISION-MAKING BODIES

Purpose:

- to promote openness, equity and fairness throughout the decision-making process;
- to promote citizen involvement in the decision-making process;
- to encourage City Council to focus on matters of policy; and,

- to promote efficiency within the decision-making process;

Key Components/Recommendations:

- the preparation and adoption of a Code of Ethics and Rules of Practice for the Development Appeal Board (DAB);
- a summary of reasons for and against both in-camera and public decision-making by the DAB. A decision on this will be made by Council;
- a proposal for a Zoning Review Board to handle all applications for zoning changes, with a few specified exceptions; the proposal includes recommendations on membership, responsibilities, and procedures;
- a proposal for a Planning Advisory Commission to examine a broad range of planning issues at the city-wide level; the proposal includes mandate, membership, duties, and structure; and,
- measures to make public hearings more user friendly, including:
  * more frequent public hearings;
  * holding some public hearings in the community;
  * improved procedures (e.g., reducing repetitiveness); and,
  * better public education and information on public hearings.

EFFICIENCY

Purpose:

- to improve the efficiency and effectiveness of planning processes without prejudicing opportunities for public input.

Key Components/Recommendations:

- changes to thirteen statutory approval and approval-related processes, including: Servicing Concept Design Brief adoptions; Area Structure Plan adoptions; Neighbourhood Area Structure Plan and Neighbourhood Structure Plan adoptions; Statutory Plan amendments; Redistrictings; Road Closures; Subdivision Authority approvals (including Servicing Agreements, Engineering Drawings, Utility Rights-of-Way and Easements, Restrictive Covenants, and Plan Endorsement); and, Subdivision Officer approvals;
- an alternate redistricting rezoning process which reduces timeframes as a result of pre-application identification and resolution of problems with the public and the administration;
- an alternate road closure process which allows for discussion of selling public land prior to going through application process;
- further requirements for the Planning and Development Department to work with the Development Industry in establishing minimum information submission requirements;
- further need to review circulation timeframes throughout the administration;
- identification of need for improvements of Bylaw scheduling; and,

- identification of need to establish firmer timelines for responses to applications.

MISCELLANEOUS

Purpose:

- to account for miscellaneous recommendations that may not have been addressed through avarious sub-committees.

Key Components/Recommendations:

- request for the Edmonton Federation of Community leagues to consider hiring a planner to assist Community leagues with planning matters;
- expectations of various types of impact analysis;
- role of Planning and Development Department in solving inter-departmental planning related disputes;
- need to review process for aldermanic inquiries;
- role of Round Table reports in the Land Use Bylaw Review;
- better access to the Planning and Development Department Library;
- need for guidelines to promote the "good neighbour" approach to development permits;
- requirement that Civic Departments adopt guidelines for informing neighbourhoods of change (e.g., landscaping, sidewalks, utility repairs, etc.); and,
- further need to identify and deal with frustrations related to building and development permits, and inspections.

SUBCOMMITTEE REPORTS

ROLES AND RESPONSIBILITIES OF PARTICIPANTS IN THE PLANNING PROCESS

All participants in the planning process will be expected to adhere to the Guiding Principles.

1. Applicant and/or Agent Working On Behalf of the Applicant

Role:

- to be a proponent for appropriate development.

Responsibilities:

- to determine the requirements for the application (contact the Planning and Development Department of the City of Edmonton);
- to consider discussing his/her ideas with the Planning and Development Department prior to submission of the application in order to seek early feedback on the feasibility of the ideas;
- to formulate a proposal based upon established municipal policy and technical standards, recognizing sound planning principles and identified neighbourhood impacts and concerns;
- to ensure that the application is complete before submission;
- to determine who is effected by the application and seek their comments and input;
- to discuss the application with those people effected and seek their input;
- to provide and share full and reasonable information throughout the process;
- to submit an application which clearly establishes the merits of the client's position and enunciates how concerns from various stakeholders have been considered and addressed;
- to fulfil responsibilities within a timely fashion; and,
- to recognize and accept that a proposal will be considered only on its own merits.

2. Advocate/Professional Expert Providing Input Into the Application

Role:

- to conduct work for their clients with integrity and to present the results accurately.

Responsibilities:

- to make clear his/her professional status;
- to enunciate his/her interests and qualifications;
- to uphold any appropriate professional codes of ethics;
- to put together the evidence necessary to establish the merits of the client's position;
- to present the case with honesty and integrity; and,
- to consider the objections of other stakeholders and respond to them.

3. Community League Representative

Role:

- To establish and advocate, on behalf of residents, community interests in a proposal.

Responsibilities:

- to become familiar with the planning process;
- to become familiar with the application and the rules and procedures under which it was submitted;
- to consult with members of the community (including landowners, residents, business groups, churches, etc.) who may be affected by the plan or project;
- to facilitate the establishment of a community response, based on significant community interests and in recognition of municipal policy and technical standards;
- to advocate the community response within a clearly established mandate;
- to make clear his/her status as a representative of the Community League;
- to state the community response with honesty and integrity;
- to be available to discuss the application with the applicant and the City Administration; and,
- to fully respond within the stated timeframe or forfeit the opportunity.

4. Edmonton Federation of Community Leagues

Role:

- to deal with planning applications in a city-wide context giving regard to the broader public interests.

Responsibilities:

- to promote and facilitate information sharing and a cooperative approach in the planning process by providing educational opportunities with the aid of other identified stakeholders and industry organisations, e.g. UDI, GEHBA and the City of Edmonton, Planning and Development Department;
- to monitor development proposals and inform Area Councils, member community leagues and community associations of major development applications;
- to assist community leagues to participate meaningfully in the planning process;
- to advocate on behalf of a community if no active league exists; and,
- to advocate on the part of Edmonton Community Leagues if the application is of city-wide significance and encompasses broader public interests.

5. Planning and Development Department

Role:

- to deal with all applications submitted in a thorough and professional manner, to develop a recommendation based on planning principles and the policies established in the various statutory plans, to provide information and advice to all stakeholders to provide professional advice, to prepare plans, and to carry out the process so that it is timely, fair and accountable.

Responsibilities:

- to make recommendations to City Council based on present policies and regulations;
- to make timely recommendations to City Council to change policies and regulations, in light of changing circumstances;
- to make recommendations to City Council in a timely fashion;
- to ensure resources are dedicated to proactively undertake long-range and strategic planning projects;
- to assist in reducing avoidable conflict in the planning process by providing opportunities for education, collaboration, and information exchange;
- to provide stakeholders and the public at large with information regarding the planning process and their roles and responsibilities;
- to understand the process from the perspective of all stakeholders;
- to explain the process clearly to all stakeholders;
- to facilitate early information exchange and discussion among the stakeholders;
- to assist individuals and stakeholders to participate meaningfully in the process;
- to inform stakeholders in a clear manner of the application ensuring that notification is properly given;
- to monitor the timely progress of an application ensuring that deadlines are respected;

- to evaluate a proposal professionally and objectively, taking into account established municipal policy and technical standards, sound planning principles, and neighbourhood impacts and identified concerns;
- to explain to stakeholders its rationale for its recommendations and decisions; and,
- to constantly monitor, review and improve the process.

6. City Council

Role:

- to set and amend policy. To ensure policies are adhered to.

Responsibilities:

- to become knowledgeable of the planning process and the factors that affect it;
- to support and encourage collaborative efforts throughout the planning process, while upholding principles and concepts of sound planning;
- to establish policies and procedures aimed at preventing undue delay;
- to ensure a fair and efficient process;
- to listen objectively to all perspectives on any issue;
- to hear all stakeholders in an open-minded manner;
- to direct constituents to appropriate channels for problem solving;
- to support and not to intervene in the roles of the Administration in managing the planning process;
- to make decisions in a timely fashion;
- to evaluate proposal in a city-wide context, giving regard to the broader public interest, established municipal policy and technical standards, and neighbourhood impacts and concerns; and,
- to establish and follow procedures which respect the interests of all stakeholders, related to attendance, participation, questioning and voting at public hearings.

7. Individual Intervenor

Role:

- to articulate their perception and concerns about the impact of a proposal.

Responsibilities:

- to make reasonable efforts to gain an understanding of a proposal;
- to interact with community representatives, the Civic Administration and the proponent, in evaluating a proposal, thereby trying to identify and resolve conflict as early as possible in the process;
- to respond to circulations within the timeframe or forfeit their opportunity to contribute;
- to make their status clear;
- to enunciate their interests in the application; and,
- to recognize that considerations other than their own concerns are weighted by decision-makers when reviewing an application.

8. **Government Circulation Agencies** (e.g., other Civic Departments, Provincial Departments, School Boards, etc.)

Role:

- to evaluate a proposal speedily within the context of their mandate.

Responsibilities:

- to be available to discuss the application with other people and/or agencies in order to identify and attempt to resolve conflicts as early as possible in the process;
- to evaluate a proposal with regard to impact on agency interests, taking into account neighbourhood impacts and concerns and from the perspective of established policy and technical standards;
- to respond to technical circulations within the timeframe or forfeit the opportunity to contribute; and,
- to recognize that considerations other than their concerns are weighted by decision-makers when reviewing an application.

9. **Other Interest Groups**

Role:

- to advocate their special interest concerns in a focused, articulate and informed manner.

Responsibilities:

- to make reasonable efforts to gain an understanding of the proposal;
- to review the proposal in light of the group's goals and objectives, clearly stating the latter;

- to interact with community representatives, the Civic Administration, and the proponent, in evaluating a proposal, thereby trying to identify and resolve conflict as early as possible in the process;
- to succinctly state the group's goals, objectives and position in relation to the project;
- to respond to circulations within the timeframe or forfeit the opportunity to contribute; and,
- to recognize that considerations other than their own concerns are weighted by decision-makers when reviewing an application.

PUBLIC EDUCATION AND AWARENESS REPORT

INTRODUCTION

Planning and planning related decisions are instrumental in shaping the form and function of the urban environment in which we live. Ideally, planning decisions reflect the values of the community or, when applicable, the sorting out of conflicting values with a desire to achieve mutually acceptable compromises. However, this ideal can only be realized if, through the applicable planning processes, meaningful opportunities are provided for public input and the affected stakeholders take advantage of these opportunities. In addition to the opportunities being provided, it is imperative that the affected stakeholders understand the planning processes involved and the opportunities provided therein for their input. It is within this area that public education and awareness programs/strategies have an important role to play.

Public education and awareness of planning processes also has an important role to play in ensuring that major planning decisions achieve their intended purpose. The most notable example in this regard is the City's Land Use Bylaw. Extensive public consultation opportunities were provided when it was originally drafted, as well as during the series of amendments it has undergone since its was originally approved in 1980. This has resulted in a Land Use Bylaw that, more or less, facilitates and controls development in an acceptable manner (i.e.; it reflects, generally, an appropriate/acceptable balance amongst different and often conflicting interests). However, the intended level and nature of development control provided by the various land use districts and related development regulations contained in the Land Use Bylaw are often undermined by those who disregard them either wilfully or out of a lack of understanding or awareness.

REPORT

Over the course of a number of meetings, the members of the Public Education and Awareness Subcommittee discussed the full range of issues associated with this general area of concern. The applicable recommendations contained in the Planning Process Round Table Report (June 1994) provided an important backdrop for these discussions. Also, additional guidance was provided by the following "background" and "goal" statements contained in the consolidation report (August 1994) to the Planning Process Round Table Report.

Background:

Lack of awareness of the planning processes causes misunderstanding and frustration and often contributes to conflict. Improving the public's knowledge of the process is crucial in achieving meaningful participation. People need to have better knowledge in order to facilitate their involvement.

Goals:

- *To improve the public's knowledge of the planning process.*
- *To provide the public with better knowledge so that they know how and when to access the planning process when they wish to have input.*
- *To provide education through diverse user-friendly techniques.*

As part of its review process, the subcommittee also surveyed and received information from a number of cities across Canada regarding their respective efforts in the area of public education and awareness.

The work of the Pubic Education and Awareness Subcommittee culminated with the preparation of the following.

RECOMMENDATIONS

1. ***That a planning handbook or manual be prepared in partnership with such groups as the Federation of Community Leagues to assist community leagues and other community based groups/organizations in understanding the various planning and related decision making processes.*** In addition to providing an overview of these processes, it will describe the specific opportunities provided within each of them for public input, as well as provide advice or suggestions on how community leagues and other community groups/organizations can effectively take advantage of these opportunities.

2. ***That a pamphlet (or pamphlets) be prepared outlining planning and other information for distribution to homeowners, prospective home buyers and renters by realtors, landlords/property management companies, financial institutions, home improvement centres, etc.*** This pamphlet(s) will provide such basic planning information as the role and significance of land use districts, the types of development requiring or not requiring a development permit etc.. More importantly, the pamphlet(s) will describe how to obtain more detailed information on the matters described in the pamphlet(s), as well as how to obtain information on various other matters that may be of interest to home owners and, in particular, prospective home purchasers and renters (e.g., local bus routes; proposed roadway improvements/modifications; location of neighbourhood schools, parks and other public facilities/amenities; local redevelopment trends and land use districts, etc.).

3. ***That the agencies/businesses (realtors, landlords/property management companies, financial institutions, home improvement centres, etc.) distributing the above pamphlet(s) be involved in an educational program for the purpose of helping them understand the content and purpose of the pamphlet(s), and the importance of its distribution to the targeted groups.*** They must also perceive themselves as important "partners in education." This educational program must be instituted on an

ongoing basis due to staff changes within the agencies/businesses distributing the pamphlet(s) and due to the establishment of new agencies/businesses over time.

4. ***That information centres be established at major home improvement businesses (e.g., Home Depot, Revy, Nelson Lumber, etc.) providing the full range of brochures describing, among other things, the applicable regulations of the Land Use Bylaw for common "do-it-yourself" projects (e.g., building a fence, deck, detached garage, storage shed, addition, etc.).*** Furthermore, advertised in-store workshops or seminars should be held on a periodic basis to supplement and clarify the information provided at these information centres. Staff at these home improvement businesses should be involved in an ongoing educational program so that they understand the information provided; can provide additional clarification, if requested; and, most importantly, encourage customers to comply with the applicable development regulations and approval procedures.

5. ***That a coordinated media based strategy be developed to enhance public education and awareness on various planning/development related matters.*** This could include the placing of informational notices on a periodic basis in local newspapers, community league newsletters and community bulletin boards, as well as with local radio and television stations. The real estate channels on the two local cable television systems should be given special consideration in this regard since the primary viewer audience of these channels is prospective home buyers. With such an exclusive audience, the information presented could have a narrow but very relevant and important focus (e.g., "what all home buyers should know and where to get it"). The information presented through the other media sources would have a more general focus and would primarily relate to the types of information available from the City, its relevance and how/where to obtain it. Also, City departments, particularly the Planning and Development Department, could take advantage of this opportunity to advertise that staff will be made available, on a request basis, to speak to community leagues and other groups.

6. ***That a partnership with various educational institutions be developed.*** Students in high schools or community colleges, as they move into rental or home buying markets, could benefit from seminars or workshops describing such things as compliance certificates, land use districts, development permit processes and requirements, and where/how to obtain other pertinent information. Ideally, these seminars or workshops would be linked with the curriculums offered. In addition, it would be worthwhile to explore the possibility of expanding the planning and development related courses offered at various adult education institutions to include this type of focus or develop separate credited courses. There could potentially be strong links with the Federation of Community Leagues in determining what kinds of seminars or workshops would be the most helpful in encouraging and assisting community leagues in becoming active participants in the planning process.

7. ***That the telephone numbers listed in the "blue pages" of the phone book for the Planning and Development Department be evaluated to ensure that the range and type of subject listings/references (e.g., inquiries related to development and building permits, development appeals, Land Use Bylaw amendments, compliance certificates, etc.) are appropriate.*** Also, the possibility of including an information "hotline" telephone number staffed by knowledgeable people for directing inquiries should be considered.

8. ***That the full range of electronic presentation aides (computer generated graphics, topical video tapes, etc.) be evaluated to determine whether and where they could be applied to enhance information dissemination and understanding.***

9. ***That funding/grant sources for supporting public education and awareness programs, including those recommended in this report, be investigated.***

10. ***That the formal public notification letters associated with redistricting, road closure and development permit applications, as well as those associated with statutory plans and plan amendments be evaluated ensuring that sufficient information describing the application or proposal is provided, that the information is presented in an understandable manner ("plain language") and that a reference is made to the opportunities provided by the City's "Right to Information Bylaw" in accessing information.***

11. ***That the effectiveness of the above recommendations be monitored and periodically evaluated to ensure that they achieve their intended public education and awareness objectives.***

12. ***That the Planning and Development Department create a "Public Education Officer" position.*** Among other things, the person assigned to this position would take "ownership" of and have the necessary skills to implement, coordinate and evaluate the various processes associated with the above recommendations. Furthermore, for the continued success of the recommended public education and awareness programs/strategies, this person must understand the importance of engendering a spirit of cooperation and sense of partnership amongst those responsible (e.g., businesses, realtors, educational and financial institutions, etc.) for delivering these programs/strategies.

CONCLUSION

The above recommendations, if implemented, will help fill some of the current gaps or voids in the area of public education and awareness. This will improve the overall quality and responsiveness of planning and planning related decisions in the context of community values, needs and aspirations.

Prepared by: Public Education and Awareness Subcommittee
Steering Implementation Committee
Planning Process Round Table

NOTIFICATION OF "STAKEHOLDERS" REPORT

INTRODUCTION

Several Round Table groups stated concerns with notification procedures for planning and development applications. Comments regarding notification procedures included the following:

1. A standard process for notification is not adequate. The *circumstances* of the application need to be considered. Applications that will have little impact need minimal circulation; applications that are likely to result in significant character changes to a neighbourhood should have widespread circulation. Essentially, *differentiation rather than standardization is required*.

2. There was some concern that, because notices are mailed only to owners, renters might not be adequately informed of applications.

3. Notices have to be worded so that the location and intent of the application are very clear.

A sub-committee of the Steering Implementation Committee was struck to deal with these concerns. The sub-committee initially noted that the Round Tables gave virtually no guidance as to what ***kinds*** of applications were causing problems. However, from the viewpoint of the sub-committee members, most of the stated problems occur at the ***development permit stage***. This is where most of the ensuing work was focused. Notification procedures for each type of development permit are recommended. In addition, there are recommendations regarding to whom the initial decision, notice of appeal, and appeal decision should be circulated.

The sub-committee appreciated the need to notify more people, besides owners, of applications for development permits. Except in the case of permitted uses, the recommendation is for signs to be erected on the site of the proposed application. The sub-committee felt that this would be just as effective as mailing to renters, and likely much easier from an administrative viewpoint. In addition to signage, there are specific recommendations as to notification for various types of applications, thereby reflecting the interest in differentiation.

In order to promote better understanding of notices by the public, a number of recommendations are included, ranging from colour coding of written notices to indicate the likely degree of impact, to ideas on how to improve wording and presentation of the signs and notices.

Lastly, the sub-committee has made recommendations beyond those contained in the Round Tables. For example, the sub-committee felt that, if signs were erected on properties, these would be a far better way of informing people than newspaper ads, and thus recommends the elimination of newspaper ads at the time of application submission.

RECOMMENDATIONS

Site Signs

1. Signs should be erected on all sites for which development permit applications have been received, immediately upon receipt of application, except for cases of permitted use.

2. The Planning and Development Department should establish a "sign protocol" which includes the following:
   - when to place signs;
   - responsibility for placing;
   - cost and who pays;
   - size;
   - durability (weather conditions)
   - consistency;
   - information requirements - intent of applications; how to become involved, etc.; and,
   - removal.

3. These signs must clearly describe the intent of the application and how more information can be acquired. Some sort of public testing should be devised to determine how effective the sign language is, over a trial period.

Notices

4. There needs to be more selectivity applied in deciding what notices to send to community leagues.

5. Notices should be colour-coded to reflect "importance", generally interpreted as likely impact to be caused by the application. Brighter colour will reflect more significant impact.

6. Newspaper advertisements at time of application should be eliminated.

7. A registry of organisations who wish to be circulated should be developed, perhaps using the Building Inspection model, on a geographic basis.

8. Notifications should have the following elements:
    - a simple description of the intent of the application;
    - timeframe for processing and decision;
    - a telephone number (address, fax) to obtain more information about the application; and,
    - a telephone number (address, fax) to obtain the decision and information regarding appeal procedures.

Specific Recommendations For Each Type of Development Permit

9. Development Permits for permitted uses with no request for variance:
    - no notification required.

10. Development Permits for permitted uses that require major variances or conditions:
    - signs on property;
    - notice to abutting owners;
    - no notices to community leagues; and,
    - no newspaper notices.

11. Development Permit for Discretionary use:
    - signs on property;
    - notices to owners within 60 metres;
    - notices to community leagues; and,
    - no newspaper ads.

12. Development Permit for uses that are neither permitted or discretionary:
    - signs on properties;
    - notices to owners within 60 metres;
    - notices to community leagues;
    - EFCL (to circulate to Area Councils, as they see fit; take other action as they see appropriate);
    - Council members; and,
    - School Boards and Police Service.

13. Discretionary with design criteria:
    - signs on properties;
    - notices to owners within 60 metres; and,
    - notices to organizations within the area (e.g., community leagues, BRZs, business associations). The Department would have discretion to circulate to whom they felt might be interested parties; the Registry would be used.

Notification of Decision

14. N.B. "Basic Package" is:
    - anyone who expressed interest; and,
    - abutting owners.

15. Development Permits for permitted uses that require variances or conditions:
    - the "Basic Package".

16. Development Permits for discretionary uses:
    - the "Basic Package";
    - add community leagues;
    - if it is feasible, circulate to Condominium Associations instead of individual owners.

17. Development Permits for uses that are neither permitted nor discretionary:
    - the "Basic Package";
    - Community Leagues;
    - EFCL;
    - School Boards;
    - Police; and,
    - Council members.

18. Development Permits for discretionary uses with design criteria:
    - the "Basic Package".

Notification of DAB Hearing

19. Notification of the DAB hearing should be sent to the same people who were notified of the initial decision, plus any others deemed appropriate by the DAB.

Notification of DAB Decision

20. A copy of the DAB decision should be sent to those who attended the appeal hearing, plus any others who so requested.

Subdivisions

21. Measures provided in the new Municipal Government Act are appropriate.

Rezonings

22. The term "Redistrictings" should be replaced by "Rezonings".

23. Street addresses, as well as legal addresses, should be included in notices.

24. The current notification procedures are adequate.

25. The intent of the application needs to be extremely clear, in both signs and notices.

CONFLICT MANAGEMENT REPORT

RECOMMENDATIONS

Background:

- In order to remove the frustrations, time, cost, and "win-lose" decisions that are often associated with conflict in the planning process, we need to foster an attitudinal change. This would move the perception of conflict from the realm of "inevitable" to that of "we can work it out". Flowing from this philosophical change are numerous mechanisms which are intended to avoid, reduce, or resolve conflict.

Goals:

- To promote an attitude of "we can work it out" in the planning
- To establish both informal and formal mechanisms of better conflict management.

GENERAL RECOMMENDATIONS

1. That the Planning and Development Department actively promote an attitude of "we can work it out" regarding conflict management, thereby replacing the traditional view that conflict is an inevitable outcome of the planning process.

2. That this positive attitude towards conflict management - avoidance, reduction, and resolution - be applied consistently and become an expectation in the planning process.

3. That the promotion of a conflict management philosophy highlight the benefits of this approach, including:
    - savings in time and money;
    - increased understanding;
    - better ongoing relationships;
    - less frustration;
    - uncovering "common ground" that can lead to a creative, collaborated solution; and,
    - a collaborated "win-win" solution which is often better than an arbitrated "win-lose" one.

4. That recommendations emanating from other Round Table sub-committees which aim at avoiding, reducing, or resolving conflict, be endorsed (see Appendix). These include:
    - establishing an ongoing education programme;
    - sharing information early in the process;

- promoting preconsultation, prior to submission of applications;
- identifying conflict as early as possible;
- ensuring that notification procedures are "differentiated" so as to suit the range of simple to complex applications;
- ensuring that notices are clear in the intent of the application;
- offering opportunities for collaboration throughout the planning process;
- promoting clearer expectations related to the planning process, arising from a Mission Statement, Guiding Principles, and Roles and Responsibilities; and,
- offering more opportunities for community input into the decision-making process.

5. That informal opportunities for discussion, negotiation, and collaboration be offered throughout the planning process.

6. That, if informal methods fail, more formal conflict resolution techniques should be offered.

7. That the conflict management process be viewed as a "loop" process or flexible one, rather than linear. This means that various techniques can be applied at various times, adapting to each unique situation.

8. That timeframes be respected and adhered to.

9. That appropriate members of the Planning and Development Department be trained in facilitation and mediation skills that allow them to assist participants in conflict resolution.

10. That members of the Planning and Development Department be expected to promote and assist in the use of conflict management techniques.

11. That Council direct the Administration to consider ways of funding the use of conflict resolution techniques, when costs are applicable.

SPECIFIC RECOMMENDATIONS

The following are divided into two sections: Development Applications (a reactive process from the perspective of the Planning and Development Department and those potentially affected, resulting from the submission of an application) and Community Planning (a proactive process, in which a plan is initiated and prepared by the Planning and Development Department and appropriate communities).

A. Development Applications

1. That developers consider discussing proposals with the Planning and Development Department and/or community prior to submission, in order to potentially avoid the cost and time incurred in preparing a proposal that has little chance of success.

2. That notifications of applications have the following elements:
   - a clear statement of intent, in layman language;
   - street address, as well as legal address;
   - an explanation of why people are being asked for comment, also in layman language;
   - clear indications of how to submit comments; and,
   - a specified timeframe for the submission of comment.

3. That people be encouraged to sort out their own problems. Meetings to discuss concerns may be as simple as negotiation between an applicant and an abutting neighbour.

4. That, when comments arising from applications indicate any concerns that cannot be quickly dispelled, the Planning and Development Department arrange for interested parties to meet with the applicant in order to discuss the proposal.

5. That there be a planner from the Planning and Development Department who has knowledge of the application at these informal meetings.

6. That consideration be given to having a facilitator at these meetings, in addition to the planner. This person could be from the Planning and Development Department or from a source agreed to by all parties (e.g., the Edmonton Community Mediation Society). The decision on this must be based on the level of conflict, as well as cost implications.

7. That other Civic Departments be represented at these meetings, rather than relying on the Planning and Development Department to answer for other Departments.

8. That several informal meetings may be required to iron out all, or most, problems satisfactorily.

9. That, after reasonable effort has been expended on these informal efforts without success, formal mediation be offered to the parties.

10. That the use and application of mediation be based on Sections 3 and 4 of Plan Application in the ensuing report.

11. That, if agreement is reached by conflicting parties, either informally or formally, these parties can anticipate Council ratification of their agreement, unless there is some overriding reason for their agreement being refused; e.g., that their conclusions are counter to City policy.

12. That, if parties cannot reach agreement, Council must act as arbitrator.

13. That little credence be given to those who intentionally avoid practising conflict management techniques, choosing instead to employ "eleventh hour intervention" techniques which, in fact, promote conflict.

14 That the Development Appeal Board actively promote the use of informal collaboration and formal mediation prior to or during an appeal hearing, always recognizing the availability of the appeal mechanism to arrive at a final decision.

15. That the success of these efforts at collaboration and mediation be assessed after there has been sufficient experience with them to do a reasonable assessment.

B. Community Planning

1. That communities be allowed to define themselves, during the preparation of community plans. There must be initial efforts to get a balance of perspectives around the table from the outset, so that the final products represent consensus-building. This includes community league representatives, individuals, various interests groups, business groups, landowners, and both current and potential developers.

2. That the wider community be kept informed of progress and be allowed opportunities for discussion throughout the plan-making process.

3. That either a planner from the Department or an "independent" planner may be appropriate to lead plan-making exercises, depending upon community circumstances.

4. That consideration be given to having either a facilitator or mediator present to chair meetings, in addition to the lead planner, dependent upon the level of conflict and cost implications.

5. That other Departments, in addition to the Planning and Development Department, be actively involved to respond directly to public input during the plan-making exercise.

CONFLICT MANAGEMENT

The Planning Process is often associated with inevitable conflict because the interests of groups and individuals are traditionally viewed as being based upon conflicting goals. It can be portrayed as a process in which developers go head to head against community leagues, long-time residents, and special interest groups, with the Civic Administration caught in the middle and Council having to arbitrate a final solution usually a solution that has one clear winner and one clear loser.

Almost all the Round Table groups, either directly or indirectly, acknowledged conflict in the planning process. Of particular interest, however, is that, when conflict was discussed, the thrust was always one of how to decrease and better manage conflict, rather than one of how to use conflict to achieve a desired end. One could conclude that the Round Tables themselves, which, from the beginning were organized to include a balance of perspectives around each table, helped participants to better understand and appreciate the opinions of other actors in the process; perhaps people left the tables realizing the benefits of face to face discussion and opportunities for conflict resolution.

The reasons for wanting to avoid or reduce conflict in the planning process were not clearly defined in the Round Table papers. However, the reasons are likely to include the following:

- conflict is very time-consuming;
- conflict is very expensive, including costs of gathering evidence, preparing cases, hiring lawyers, etc.;
- conflict can be emotionally draining and frustrating; it could be far more benefitial to channel that energy into finding solutions instead of into fighting;
- collaboration and discussion get the interests of all sides on the table, promoting a better understanding by all parties;
- identifying interests can lead to the discovery of "common ground", thereby laying the foundation for a mutually acceptable solution;
- collaborated solutions are often deemed to be better solutions by the parties in conflict than the solutions ordained by an artibrating body which may not understand the interests as clearly;
- conflict can result in long-term poor relations, long after the initial problem is over, thereby setting up the opportunity for more conflict; and,
- often the parties involved in a conflict are really quite dependent on each other for success of the venture, and conflict destroys the potential for useful collaboration.

At the same time, however, it is acknowledged that there are some people, or some situations, which promote conflict. There are simply some personalities who thrive on conflict. They intentionally want to polarize the arguments and "go for broke". However, the premise of this report is that this is not the approach we wish to promote.

What is required is a very clear philosophical or attitudinal change in how the participants in the planning process perceive conflict. It must move from the realm of being perceived as "inevitable" to one of "we can work it out". Indeed, many of the changes being recommended throughout the Round Tables come under the umbrella of trying to avoid, reduce, or resolve conflict. This report acknowledges and supports those efforts arising in other reports. These are summarized in the Appendix to this report.

Given that "the land use game is rife with opportunities for conflict", the challenge is to better manage conflict. The approach recommended here is to try a number of informal techniques to avoid or reduce conflict from the outset. Then, when these do not work, more formal conflict resolution techniques can be applied. In essence, as conflict escalates, more formal conflict resolution techniques can be applied. Both these informal and formal techniques must be made clear to all participants in the planning process and the steps must be consistently applied. Essentially, what we are suggesting here is a logical sequence of techniques, as outlined in recognized conflict resolution literature. In particular, from Susskind and Cruikshank:

1. *Direct, or unassisted, negotiation*, in which the parties get together on their own to work things out.
2. *Facilitation*, in which a third party assists in making the negotiation process work, through helping with procedures, communications, and logistics.
3. *Mediation*, in which the third party helps with both the process and the substance of the proposed agreements, meeting privately with each side as well as in joint sessions and seeking to craft win-win agreements that meet their joint interests.
4. *Arbitration* may be nonbinding, in which case a private judge or panel listens to both sides and suggests a solution that the parties can accept or reject. If the arbitration is binding, the arbitrator's decision is final. (As quoted in Urban Land Use Planning, by Edward John Kaiser, University of Illinois Press, 1995, Page 462).

In summary, we recommend that the Planning and Development Department promote an attitudinal switch in how the planning process is perceived -- from one in which conflict is deemed as inevitable to one in which conflict can be better managed. The aim is to create a planning environment that accommodates rather than compromises the interests of all concerned. We recognize that there may be up front costs in designing and promoting this kind of campaign. But we see it as vital and believe that, over time, the up front costs will be more than offset by reductions in conflict that will recognize reduced costs, time, frustrations, and will improve ongoing partnerships by all involved in the planning process. Furthermore, the positive approach to conflict management must be embraced completely by having it applied consistently, and promoted and facilitated by the Planning and Development Department.

CONFLICT RESOLUTION TECHNIQUES

In recommending ways to deal with conflict, we have dealt with two broad categories: plan applications and plan making.

The "plan applications" section refers to situations in which a proponent puts forward a particular application. This can refer to Area Structure Plans, Neighbourhood Structure Plans, Amendments to these plans, Rezoning Applications, and Development Permits. It is our belief, however, that most of the conflicts generally arise with regard to rezonings and development permits in built-up areas because more people are impacted by the changes.

Once a proponent puts in an application, the community is then put into a reactive situation and must respond. Most applications do not involve a large number of people - only those most affected. This is often abutting neighbours, or those on the same block. Only applications likely to result in significant change tend to involve the community at large.

Also included in this section are some recommendations regarding the operation of the Development Appeal Board (DAB). The focus is on more proactively promoting the use of conflict management techniques at the DAB.

The plan-making exercise refers to proactive plan exercises - for example, an area redevelopment plan or a community plan. In particular, the plans being referred to here are the ones initiated by the Planning and Development Department, based on a perceived need in particular communities, almost always in the established neighbourhoods. They are often very time-consuming, generally taking months or even years; they involve many people from throughout the community. In addition, they are often complex and can involve a range of issues, in addition to land use, including transportation, design elements, and social and economic considerations.

DEVELOPMENT APPLICATIONS

1. Pre-consultation

Generally speaking, there should be a thrust to promote conflict management techniques from the outset of the application process. Indeed, one can make attempts to avoid conflict in the first place.

A developer may wish to talk informally with the Planning and Development Department or the community in which he wishes to develop even prior to submitting his application. In so doing, he may determine technical or community-based issues which would not be supportive of his application. He may, in fact, determine that the case against him is so strong that he would do well not to submit the application. This being the case, he would have saved himself the time and cost involved in putting together a formal proposal and submitting an application.

2. Notification

Notification of the application must be extremely clear regarding the intent of the application. Jargon, a legal-sounding document, and unclear language can raise unnecessary alarms to neighbours. The notification should be in this kind of format:

"An application has been received for the property at (street address, rather than legal address ... or both; but not just the legal address as it is meaningless to neighbours). The owner wishes to (specify the intent of the application e.g., put an addition of ten feet on to his house). This application requires us to ask for any concerns you may have regarding this application because (e.g., this would then result in a side yard of six feet, but the legal requirement in this neighbourhood is seven feet)."

The notification must then clearly state how the recipient can comment (telephone, write, or fax) and clearly state the date by when this must be done. While we acknowledge the need to give people clearer and more opportunities to comment, this must clearly be seen as coming with increased responsibility - i.e., to respond within a certain timeframe, so as not to slow down the process.

The notification should clearly aknowledge that, if there seems to be a general lack of understanding about the application, or some initial concerns are raised, a community meeting can be arranged to explore the intent of the application.

3. Informal Community Consultation

The next stage would then be to offer opportunities for informal community consultation for the developer to discuss his proposal with community people who have raised questions and concerns resulting from the notification. The planner responsible for the application would get a feel for the concern that the application was raising in the neighbourhood by the number and type of questions he was getting. If he felt that his answers to questions could not appease concerns, or that there otherwise might be advantages to getting all parties together, he could suggest an informal, consultative meeting. These meetings would be seen as explorative, aimed at simply increasing the level of understanding regarding the application.

Negotiation may often be the technique employed at these initial meetings. "Negotiation" implies face to face discussions between two parties, without the help of a third neutral party. This notion of encouraging people to help themselves is fundamental to conflict resolution. In the case of an application for a development permit, this could be as simple as a short meeting between the applicant and an abutting neighbour so that the latter can understand the application. This may be all that is required.

Other situations may immediately require a number of different interests being involved (e.g., developer, neighbours, consultants, Civic Administration). In these instances, someone would be required to facilitate the meeting. This could be a resource person from the Planning and Development Department who is familiar with the application; or, depending on budget and the level of conflict, there may be a need for someone else, trained in facilitation and/or mediation techniques, to chair or facilitate the meeting in order to assist in getting interests on the table. In addition, there should be people from other parts of the Civic Administration, the proponent, and anyone from the community who has expressed concern or interest in the application.

This type of meeting may result in the community simply understanding the application better and not wanting any change. In this case, no further meetings would be necessary. If the proponent realized that there were one or two minor concerns, he could then indicate that he would give consideration as to how to incorporate these into his application and arrange for another meeting with the community. Or, if there were many and significant concerns, a number of iterations might be necessary.

These informal meetings could go on until such time as all parties came to agreement or until it became clear that there was such a deep impasse that further meetings were useless. Another factor to be considered in determining how long these meetings can go on is time and cost. For any of these reasons, it may become evident that informal meetings will not solve the problems. In this instance, the next recommended stage is voluntary mediation.

4. Voluntary Mediation

If informal discussions and collaboration do not solve any or all of the conflicts, then the next stage is voluntary mediation. It is anticipated and assumed that very few cases will move to this higher level of formality. Mediation can be defined as a process in which a third, neutral party, the mediator, is interposed into a conflict to help the disputing parties identify their interests and help them reach a mutually desirable solution with which they are all comfortable.

Mediation generally offers these *advantages*:
- it is quite informal;
- there is a lot of opportunity for communication and discussion between parties;
- it offers the opportunity for understanding of the problems by all sides;
- the mediation process can be adaptable to meet each individual situation;
- the participants have a high level of control over the outcome;

- it may be less costly and time-consuming than arbitrated decisions or court battles;
- it can result in improved communications and relationships among the parties in the long-run, thereby preventing possible future conflicts;
- the information and discussions presented are confidential to the parties involved;
- the final solution is liable to be more satisfactory than one imposed; and,
- the parties are less dependent upon others and have more control over their own destiny.

Mediation is particularly *appropriate in the following instances*:

- all parties in dispute want to, or have to, keep a working relationship;
- the parties cannot walk away from the situation - they have too much to lose;
- the parties are interdependent;
- one party cannot get what it wants without the support or action of the others;
- other options (e.g., arbitration) have been considered and are less desirable;
- not dealing with the conflict is not acceptable - it has to be solved in some way;
- there is an equal power base - or it can be attained through a mediator;
- the decision to participate is voluntary;
- there are specific issues to address;
- one party can undertake or prevent actions that can either harm or reward another;
- there is a shared perception of deadlines;
- an imposed decision, by people who may not understand the situation as well, may not be as good as one which the participants can forge themselves;
- the critical parties can be identified and involved in the problem-solving process; and,
- there are obviously some interests in common.

Many of the instances noted above are particularly relevant to the planning process - e.g., the interdependency, identifiable issues, some common ground, the situation must be dealt with, an imposed decision may not be desirable. Nonetheless, it is recommended that the Planning and Development Department do further work and develop criteria - perhaps after more mediations have been tried - to try to further define what types of situations lend themselves most readily to mediation.

The focus of the mediation process is on finding "common ground". This is done by the mediator helping the parties to move away from initial positions and explore the interests behind those positions. Often it is determined that the parties have a lot of interests in common - e.g., making the neighbourhood a better place in which to live. Finding common ground opens the door to creative problem solving.

5. The Mediation Process

The Planning and Development Department will have to further explore what steps to employ in a mediation process. It is also relevant to note that various types of situations may require variations to a mediation process. However, the following are seen as the basic steps essential to a mediation process. More details on this can be found in "Seminar On Multi-Party Mediation" prepared by L. Dale in the Spring of 1995 for the Planning and Development Department.

5.1 Preparation

Purpose:
- to identify and meet with all interested parties;
- to prepare all parties for the upcoming mediation process (including teaching them about how mediation works);
- to begin to get commitment; and,
- to begin to assess if mediation is appropriate.

5.2 Assessment

Purpose:
- to have all parties assess the appropriateness and feasibility of using mediation;
- to determine how all parties will participate (e.g., represent constituents); and,
- to have each party make a commitment, individually, and then to the group.

5.3 Process Design

Purpose:
- to create a suitable forum and set of procedural ground rules in which mediation will occur.

5.4 Building Agreement

Purpose:
- to define interests and common ground.

5.5 Solutions

Purpose:
- to find solutions that accommodate rather than compromise the interests of all concerned; and,
- to secure broad constituency support for the agreement.

6. Final Decision-Making

Mediation is a *participatory type* of decision-making. *It recognizes and empowers people*. This must be clearly noted because essentially it puts a different onus on political decision-makers. When a consensus is reached by mediating parties, it is generally assumed that a political decision-making body will ratify the agreement rather than change it. In the case of the planning process at the City of Edmonton the inference is quite clearly that, if people are asked to define their own solutions, Council will generally be expected to ratify or endorse those agreements.

There may be clear instances where Council cannot do this. In particular, if parties agree to a solution that is against City policy, the Administration would advise Council of the situation. In this case, there are three alternatives: for Council to change policy; for Council to refuse to accept the decision; or for Council to make an exception in this case. If all parties who should be present at the table are, in fact present, situations should not arise when parties inadvertently come up with a solution that is contrary to City policy.

In addition, mediation cannot be expected to solve all problems. In these cases, Council will have to act as an *arbitrator* and make a final decision which is likely to be more favourable to one party than another.

7. Conflict Management: A Flexible Process

The above outline gives the impression that conflict management is a linear process, going from informal consultation or negotiation to mediation to arbitration, as the conflict escalates or remains unsolved. While this linear approach often works and is generally applicable, this is not always the case. The process is a flexible one.

Any of the conflict resolution techniques can be applied at various points in the process. For example, mediation can be started immediately, avoiding informal consultation, if a past history indicates that this approach will be most appropriate. In other instances the conflict may be so severe that it is obvious that even mediation will not work; arbitration may have to be applied from the outset. In yet other cases a dispute may get to Council, intending to use Council as an arbitrating authority, but one or several parties may suddenly wish to go back and try mediation. All these situations, and many more, are possible. In essence, conflict management is a "loop" process, not a linear one.

In summary, the focus must be on using the right approach to manage conflict at the right time. This will demand that all players in the process adopt a flexible attitude as to what techniques to try and when to use them. There is a requirement for an ongoing assessment of how the process is moving along, always looking for opportunities to address each unique situation in the most appropriate way.

8. The Time Factor

Use of conflict management techniques should not be interpreted as a means of slowing down the planning process. Indeed, used appropriately, conflict management should result in saving time. The basic philosophy is that discussions "up front" should prevent a lot of conflict that often arises and takes time later on in the process. It should avoid so many issues getting to Council unresolved and being sent back to the Administration to work things out with the various stakeholders. If collaborative efforts work early in the process, Council's role should be much clearer.

One of the Planning Principles being established through the Round Tables is that all stakeholders are expected to reply within a given timeframe or forfeit the right to respond. This was in response to the expressed need from several Round Table reports to have clear expectations. The timeframe rule must be applied consistently in order to be entrenched.

Admittedly, once a mediation process is started, it can be very time-consuming. However, in the "Process Design" stage, all parties can prevent undue delay by agreeing to an overall timeframe, meeting schedule, etc.. All parties must realize from the outset that a decision is required and that it must be done in a timely fashion.

9 A Recognized and Consistent Approach

It is vital to the success of the Conflict Management approach that it be applied consistently. The first place to strive towards this consistency is with the staff of the Planning and Development Department. All staff need to understand and to be able to facilitate and promote the use of a conflict management approach. A conflict management philosophy and appropriate techniques must become the expectations of all people involved in the planning process - consultants, developers, and even people from out of town wishing to develop here. A common expectation is required.

Conversely, little credence should be given to those who intentionally avoid using conflict management tools, waiting to intervene at the "eleventh hour".

10. Cost

Many conflict management processes will require no extra funding. This would include situations in which negotiation or informal discussions are adequate or when meetings are facilitated by a member of the Planning and Development Department or someone from Edmonton Community Services. However, in instances of intense and/or prolonged mediation, a paid mediator may be required. Such instances are likely to be rare, but allowances should be made for them. Alternative ways of financing the costs of mediation need to be explored by the Administration.

THE DEVELOPMENT APPEAL BOARD

We recognize that another Round Table Implementation sub-committee is dealing in more detail with the Development Appeal Board. However, we wish to put forward some specific recommendations regarding the DAB to give further support to that group.

The Development Appeal Board presently recognizes the value of informal negotiation and collaboration, to a certain degree. For example, they may table an appeal in order to give the parties time to share information and discuss possible solutions. We would suggest that the DAB move to more proactively promoting informal and formal mediation *prior* to and during the appeal hearing. In addition, even prior to this, the Development Officer should be suggesting the use of informal and formal mediation under circumstances where development appeal seems likely. Again, as noted in the section on Development Applications, the mentality of conflict management must be applied consistently across the process.

We see this as a way to reduce the number of hearings that arise simply because parties have not consulted each other and lack understanding. Furthermore, it may allow parties to arrive at mutually agreeable solutions. The use of negotiation, informal meetings, and mediation would always have to be seen as voluntary. It would have to be made clear that the appeal mechanism is always available, whether or not the parties have tried these alternatives.

This promotion of alternative dispute resolution techniques should be assessed after a trial period to determine what kinds of cases are trying them, how frequently, and what kinds of successes there have been.

COMMUNITY PLANNING

1. Initial Contact

There needs to be more effort in giving "the community" a chance to define itself at the outset of these community planning exercises. The community does not only include the community league, but should also include individuals, the business community, various community groups, developers, landowners, and people likely to be interested in development in the future.

Therefore there need to be very clear efforts from the outset to let people know that the plan-making exercise has begun. This would involve the following:

- mail deliveries to all landowners in the area;

- drop-offs at all residences and businesses (to reach non-owners);
- notice in the community newsletter;
- public postings (e.g., convenience stores, parks, community league building);
- seeking representatives from the Greater Edmonton Home Builders and the Urban Development Institute;
- perhaps names from the "Registry" suggested in the Notification of Stakeholders report; and,
- an invitation to the local community leagues (recognizing the need for the EFCL to work more closely with community leagues to ensure that they take the opportunity to participate).

2. Balanced Perspectives

At an initial meeting, the interested parties will begin to define themselves. Throughout the plan preparation process - which may take many meetings over a long period of time - a balance of perspectives must be present. The final product must represent consensus-building.

Information-sharing throughout the exercise is crucial. All participants must have equal access to all resources in order to have an "equal playing field".

Updates throughout the community are needed continuously throughout the process. The community cannot be left "hanging" for two years while discussions go on.

3. The Role of the Civic Administration

There must always be a planner from the Planning and Development Department present throughout these plan-making exercises; in particular, the same planner, in order to provide consistency. This person's role would be to act as a resource and to participate in discussions to explain technical matters, give background, provide analysis and insights, etc..

In addition, it may be necessary to have someone else facilitate these meetings. Planners trained in facilitation and/or mediation may be able to do this. The purpose of such training would be to help parties move from positions to interests, in order to begin to uncover common ground.

In other instances, it may be more appropriate to have a mediator supplied from elsewhere - e.g., the Community Mediation Society. This type of decision would depend significantly on the past history and sensitivities of the area under study. The right person for this facilitation job is key, and may vary from one study to another.
In some instances, it may be appropriate to use an "independent" planner from outside the Planning and Development Department as the key resource person, as

was done in the case of Boyle Street/McAuley. This is not always required. Again, this decision must be based on the special circumstances of the area.

There were many concerns expressed at the Round Tables that all Civic Departments, not just the Planning and Development Department, should be present at all these meetings. When matters related to Public Works, Transportation, or Parks come up, the best resources must be on hand. The Planning and Development Department should not have to answer for these other departments.

APPENDIX

SUMMARY OF CONFLICT MANAGEMENT RECOMMENDATIONS FROM THE ROUND TABLE

Following is an outline of the types of recommendations that came from the first phase of the Round Table on how to better manage conflict, and an indication of how they have been dealt with at the Implementation Phase:

1. Communication

There was a general belief expressed throughout the Round Table reports that many conflicts arose because of a basic lack of understanding of how the planning process operates. People often act out of fear, based on ignorance and a lack of clarity regarding how and when to become involved in planning decisions. This led to several recommendations which generally dealt with how to avoid or reduce conflict in the planning process by making better efforts to communicate with the public. These included the following:

1.1 Adopting an ongoing education programme

The report on Public Education and Awareness has a series of recommendations on how to better educate citizens of Edmonton about the planning process. These include the indentification of "hooks" to get people's interest, expanding and enhancing the publications and brochures that the Planning and Development Department publishes, developing partners to assist with education efforts, and the introduction of a Public Education Officer in the Department to coordinate education efforts.

1.2 Sharing information early in the process

The Principles of the Planning Process stress equity and fairness of all actors in the process. Information sharing recognizes this. The Roles and Responsibilities further emphasize the job of sharing information. The Efficiency Sub-Committee is promoting pre-consultation prior to application submission. In the following section of this report, emphasis is placed on collaborating and sharing information throughout the process.

1.3 Early identification of conflict

The efforts noted in Section 1.2 above will assist in identifying conflict as early as possible in the planning process. The earlier conflict is discovered, the more likely is the probability of being able to discuss and resolve the issues.

1.4 Better notification procedures

Round Table recommendations highlighted the need to differentiate simple from complex applications and circulate notification accordingly. There was also a recognition that notification had to go beyond property owners, to others in the community.

The report on "Notification of Stakeholders" addresses both of these concerns. That report details recommendations on which individuals or groups should be circulated applications, based on the severity of impact the application is likely to have on the neighbourhood. It also recommends the erection of signs on properties for which applications have been received.

1.5 Plain language and simple access

The Round Tables highlighted the need for continued efforts to communicate in plain language and to take advantage of various forms of communications. Both the Public Education and Awareness and the Notification of Stakeholders Reports make recommendations regarding using plainer language for communicating in notices; in particular, in explaining the intent of the applications. The Efficiency Committee has also recognized that simple and clear explanations of the applications may assist avoiding unnecessary conflict. The Public Education document also discusses various ways in which to access information.

2. Informal And Formal Conflict Resolution Techniques

Several reports promoted early collaboration by the various participants in the planning process. The premise is generally that, with early discussions and better understanding, "common ground" can be found earlier in the process and this can lead to better solutions. If these efforts fail, then more formal conflict resolution techniques can be pursued.

2.1 Informal collaboration

The Efficiency Sub-Committee is exploring ways to include more opportunities for discussions with community groups to help them understand their applications. Further in this Conflict Management Report, we enlarge upon ways to promote informal collaboration in both plan applications and plan-making exercises.

2.2 Formal Conflict Resolution

This Conflict Management Report, in a later section, also discusses when and how formal mediation might be appropriate.

3. Certainty

There were some recommendations from the Round Tables that indicated that more certainty and clarity regarding expectations in the process would help to reduce conflict.

3.1 Vision

A few recommendations from the Round Tables indicated that one of the basic problems in the planning process was that there was no common vision of how the planning process should unfold, and that this was another source of conflict. With this in mind, the first activity of the Steering Implementation Committee was to devise a Mission Statement and Guiding Principles for the Planning Process. It is intended that these should be published and promoted by the City of Edmonton in order to give a common, based premise to the process.

3.2 Roles and Responsibilities

The Implementation Phase has responded to the need expressed in the first phase to have stated roles and responsibilites for the various actors in the planning process. These roles and responsibilities make clear the expectations of all the actors in the planning process and need to be promoted alongside the Mission Statement and Guiding Principles.

4. Decision-Making

Round Table recommendations stressed the need to have decisions that are timely, efficient, and accountable. Several recommendations dealt with the desire to have more community input into decisions, devolving some decisions out of the political realm, and creating a Planning Board. More appropriate decision-making mechanisms are seen as ways to reduce conflict. These things are all dealt with in the Decision-Making Report.

DECISION-MAKING BODIES REPORT

INTRODUCTION

This report and the attachments summarize the recommendations and work of the Sub-Committee on Decision-Making Bodies in the Planning Process.

The Sub-Committee limited its discussion to matters raised in recommendations contained in the June 1994 Report of the Planning Process Round Table. Virtually every one of the Theme Groups dealt with the operation of one or more of the decision-making bodies involved in the planning process. Consequently, the recommendations of the various groups were distilled and combined so that implementation recommendations could be focused on four main areas.

More specifically, this report sets out recommendations on:
1. Development Appeal Board
2. Zoning Review Board
3. Planning Commission
4. Public Hearings by Council

DEVELOPMENT APPEAL BOARD

Recommendations

1. That the Development Appeal Board prepare and adopt a Code of Ethics and Conduct.

2. That the Development Appeal Board develop and publish a Rules of Practice which would govern the operation of the Board, and cover as a minimum the following topics:
    - i) notification of hearings;
    - ii) provision of information to interested parties;
    - iii) materials to be made available by Board Staff and the Planning and Development Department;
    - iv) filing of written interventions;
    - v) hearing procedures, including:
        - venue and seating arrangement;
        - agenda and officer's reports;
        - order of presentations;
        - representatives, legal counsel, groups;
        - who may speak;
        - time allowed;
        - repetition; and,

    - questioning by Board members and others.

vi) attendance of Board members;
vii) process for decision-making;
viii) publication of decisions; and,
ix) applications for appeal of Board decisions.

3. That the proposed Rules of Practice for the Development Appeal Board include a formal mediation step early in the process when requested by the parties or deemed advantageous by the Board.

4. That the Planning and Development Department provide Information Reports for more complex cases being heard by the Development Appeal Board.

5. That the consultant undertaking the Customer Satisfaction Assessment for the Development Appeal Board consider the comments of the Sub-Committee on Decision-Making Bodies contained in the report "DAB Deliberations: In-Camera vs. In Public" (Attachment I).

Relevant Recommendations From Round Table Report

Theme Six of the Planning Process Round Table (Can We Improve the Planning Process) contains two recommendations on the Development Appeal Board (pg. 47).

One recommendation calls for the establishment of a Code of Ethics and Conduct for members of the DAB. Another recommendation calls for a study to compare the advantages and disadvantages of the DAB making its decisions in-camera or in public.

Theme Four of the Planning Process Round Table, (Reducing Conflict in the Planning Process) includes a recommendation that "the Development Appeal Board institute a (pilot) project to divert certain disputes into a negotiation or mediation process before hearing a case" (pg. 32).

Discussion

The DAB Code of Ethics and Conduct would be similar to the general City code.

The proposed Code of Ethics would preclude lobbying of Board members and require disclosures of conflicts of interest.

The proposed Rules of Practice would provide further clarification to the public about how the DAB operates and makes decisions.

The Sub-Committee could not reach a consensus on the issue of in-camera vs. in-public DAB deliberations, and is thus deferring a recommendation to Council pending the Customer Satisfaction report.

The results of the Sub-Committee discussions on this subject are summarized in Attachment I.

ZONING REVIEW BOARD

Recommendations

1. All public hearings related to Statutory Plans should continue to be held by City Council with some modifications to the procedures that are used.

2. City Council should consider the following delegation of authority:
    i) All decisions, including the required public hearings, related to changes to zoning under the Land Use Bylaw should be delegated to an independent Board which would take complete control of the process of rezoning.
    ii) The Board should have the authority to either approve or refuse an application for rezoning or, should the application constitute a significant and substantial change from an established Statutory Plan, the Board could declare that it did not have jurisdiction to make a decision and the application would be referred to Council.
    iii) Consideration should be given to implementing this proposal as part of the revision of the Land Use Bylaw.

Relevant Recommendations From Round Table Report

Several of the Theme Groups in considering roles and responsibilities concluded that "the role of Council should be to set policy and the role of the Administration should be to implement policy" (page 14).

Theme Group Seven of the Planning Process Round Table (How Can The Planning and Development Process Adapt to Change) includes a recommendation that "City Council should devolve some of their planning development decision making responsibilities to its technical and professional staff and, where appropriate, to local citizen groups" (pg. 52).

Theme Group Five recommended that "an autonomous decision-making body should be appointed with consideration being given to existing models, for example the ERCB".

The report suggests that City Council need not be involved in such matters as minor rezonings.

Discussion

The possible membership, responsibilities and procedures for the proposed Zoning Review Board are outlined in Attachment II.

This proposal would require the Lieutenant Governor in Council to issue a regulation to permit a revised procedure for handling rezoning applications.

PLANNING ADVISORY COMMISSION

Recommendation

1. That the Administration, in the preparation of a Municipal Development Plan for Edmonton, consider the establishment of an autonomous and independent Planning Commission composed of citizens which would:
    - i) provide advice, reports and ideas regarding the planning and development of the City of Edmonton to City Council, public organizations, the media, and the general public;
    - ii) provide a public forum for the citizens of Edmonton to discuss city planning ideas, issues and opinions;
    - iii) create a vision for the planning and development of the City of Edmonton that is future-oriented, credible and updated on a regular basis;
    - iv) maintain and promote a "big picture" view of Edmonton planning focused on issues of city-wide significance;
    - v) introduce new emerging planning issues and initiate public discussions; and
    - vi) monitor current planning issues and provide commentary.

Relevant Recommendations from Round Table Report

Theme One of the Planning Process Round Table identifies the need to establish a common vision through public participation.

Recommendation 1(b), page 7, specifically proposes the establishment of a "Planning and Development Issues Advisory Board made up of interested stakeholders, to discuss planning and development issues and the range of possibilities."

Theme Five of the Planning Process Round Table establishes as an overall goal a decision-making system that allows for the balancing of city-wide and neighbourhood issues (pg. 35).

More specifically, Theme Five recommends that "input should be sought from all segments of the community regarding quality of life issues" and that "civic plans and development must be assessed for the long term impact on future generations' quality of life."

Discussion

The proposed Planning Commission would be similar to the Vancouver City Planning Commission.

The mandate of the proposed Planning Commission would be defined to avoid overlap with existing Committees and Advisory Boards.

Additional information, including possible membership and structure of the Planning Commission are provided in Attachment III.

PUBLIC HEARINGS

Recommendations

1. That Council hold public hearings more than once a month.

2. That Council hold public hearings for high-profile issues in the community.

3. That Council amend public hearings procedures to:
    i) allow comprehensive presentations;
    ii) limit repetitiveness by presenters; and,
    iii) reduce time used for questioning of presenters.

4. That the Administration take the following actions to educate and inform the public about the hearing process:
    i) prepare a standard information sheet about the public hearing process to be sent out with notification letters;
    ii) identify on the information sheet the options for providing public input, including: writing to City Council, calling the Citizen Action Centre, completing a survey;
    iii) identify the name of the planner handling the application on the notification letter;
    iv) set up a telephone information line with information about: proposed developments by area of the City; public hearings and important dates; and, the appeal and application process; and,
    v) make public hearing information available on Freenet or Internet.

5. That presenters at public hearings in the Council Chambers be provided with the options of speaking from the speakers podium, or from the administration desk, or at the right and left side tables.

Relevant Recommendations from Round Table Report

The Round Table Report included numerous recommendations for changes to the public hearing process. These recommendations are itemized in Attachment IV.

Discussion

A broad range of concerns were expressed about the current public hearing process. These include delays resulting from the limited monthly meeting schedule, the constraints of the "5 minute" rule and the lack of information included in public notices.

ATTACHMENTS

I(a)	Decision-Making Bodies Subcommittee Recommendations to the Implementation Committee of the Planning Process Round Table Concerning the Development Appeal Board
I(b)	DAB Deliberations In Camera vs. In Public The Case For and Against
II	A Recommendation Concerning Rezoning Applications
III	A Proposal For The Establishment of an Edmonton Planning Advisory Commission
IV	Planning Round Table - Public Hearings

ATTACHMENT I(a)

DECISION-MAKING BODIES SUBCOMMITTEE RECOMMENDATIONS TO THE IMPLEMENTATION COMMITTEE OF THE PLANNING PROCESS ROUND TABLE CONCERNING THE DEVELOPMENT APPEAL BOARD

INTRODUCTION

The Development Appeal Board (DAB) is established by bylaw as required by provincial statute. Under the amended Municipal Government Act (MGA) the duties of the Board will be extended to include appeals related to subdivisions. It will be necessary to revise the existing Land Use Bylaw to accommodate changes required in the amendments to the MGA. Consequently this is an appropriate time to examine the operations of the DAB to determine if they could be improved. During Phase I of the Planning Process Round Table a number of concerns were expressed and the Sub-Committee has limited itself to consideration to those concerns.

REPORT

Background

In 1993 the DAB heard 714 appeals, slightly fewer than in previous years. This represents approximately six percent of the number of Development Applications which were filed that year. In the majority of the appeals heard by the Board (83%) the appeal was made by the same individual who applied for the development permit. That is, the appeal was lodged because the application had been refused or the conditions attached to approval were not deemed to be fair or proper. Two thirds of these appeals were allowed and the developments granted. One eighth of the appeals were made by nearby property owners. Of these "versus" cases, 53% resulted in the development being either refused or granted with conditions imposed by the Board. In the remaining cases, the appeals were lost and development permitted as originally applied for.

During Phase I of the Planning Process Round Table, concerns were raised as to how the DAB's decisions were being made. In particular, these concerns dealt with the possibility that Board members were being unduly lobbied and that the Board's decisions were being reached in camera rather than through public debate.

Goal

To review the decision-making process of the development Appeal Board for equity and effectiveness.

Through discussion with members of the DAB and others it was determined that the underlying cause of the concerns could be a lack of understanding of the way in which the DAB operates and the "mystique" surrounding its operating procedures. Consequently, the subcommittee makes three recommendations and submits comment on the "in camera" question.

Recommendations

1. The Development Appeal Board should adopt a Code of Ethics and Conduct which would preclude lobbying on issues coming before the Board and require disclosure of any conflict of interest. Because the DAB is established by statute, the general code of ethics being developed for all City committees will not apply. Consequently it is suggested that the DAB arrange to prepare its own Code of Ethics which could then be approved by City Council. This Code would follow the general City code and "confirm" in written form the ethical standards of conduct which have been followed by the Board in the past.

2. The Development Appeal Board should develop and publish a Rules of Practice which would govern the operation of the Board and be available for the information of the public. These Rules would go considerably further than the current brochure which is made available to the public. They should cover the following topics as a minimum:
    - Notice of hearings, how determined, when and form.
    - Provision of information to interested parties, when, where and what.
    - Materials to be made available by Board staff and the Planning and Development Department.
    - Attendance of Board members.
    - Filing of written interventions, when, where, and how.
    - Hearing procedures:
        - venue and seating arrangement;
        - agenda and officer's reports;
        - order of presentations;
        - representatives, legal counsel, groups;
        - who may speak;
        - time allowed;
        - repetition; and,
        - questioning by Board members and others.
    - Process for decision making.

- Publication of decisions.
- Application for appeal of Board decisions.
- There is concern with respect to the background material which is made available to the Board. It should be clear that all of this material is available to the applicant and interveners. In more complex cases the Department should provide more information concerning neighbourhood character, development history and background.

3. The Conflict Management Sub-Committee deals with the subject of mediation at some length and suggests that in many situations coming before the Development Appeal Board, a mediation step would resolve the issues and lead to better neighbourhood relations. Because of the formality of an appeal process and the necessity of imposing time limitations, any attempt at mediation would have to be tried prior to the granting or refusal of a development (i.e., before a decision is reached on a Development Application) or after the appeal hearing has commenced. It should be possible for one party in an appeal to request an adjournment for a specified time, say two weeks, to allow for mediation. The Board might also be allowed to adjourn a hearing should it conclude that everyone's interests will be better served if skilled mediation is attempted. In either case the result of the mediation could become the Board order unless it would have an adverse effect upon the community at large or some third party not involved in the mediation.

4. The Subcommittee does not make any recommendation on the issue of the Development Appeal Board undertaking its deliberations in camera, but submits as an appendix to this report, a summary of the pros and cons, developed after discussion and communication with a number of knowledgeable people. The Sub-Committee does not endorse any of these comments. It is understood that this matter is already being examined by City Council and that a survey is being undertaken into the Board's operation and processes to assess the level of customer satisfaction.

ATTACHMENT I(b)

DAB DELIBERATIONS IN CAMERA VS. IN PUBLIC THE CASE FOR AND AGAINST

In Camera Deliberation

The DAB is a quasi-judicial decision making body. With the exception of the Calgary and Medicine Hat DABs, other Development Appeal Boards in the Province deliberate in camera. Juries, courts and many quasi-judicial bodies (e.g., arbitration panels, ERCB, NRCB) are required to reach their conclusions in private.

The DAB is not a political body, but rather a body appointed by Council as required by statute. The Board members must be free to deliberate and decide upon matters before them free of any political or other influence. In camera proceedings encourage frank and efficient debate, free from grandstanding in a politicised environment, and may well result in better quality decisions.

The DAB is a consensus building body. A public deliberation session would stifle rather than enhance the frankness and candour of the deliberation process and will inhibit the process of consensus building. The exposure of individual members to public scrutiny may constrain their deliberations.

The Board is given wide discretion in interpreting the law and is not bound by precedent. In some instances, the Board members know the decision they need to make but must search for appropriate wording of the justification. If deliberations were held in public, the real debate might occur informally in private.

The period of time between the close of the hearing and the issuance of the written decision provides an opportunity for the Board to reflect on and reconsider its decision. Public deliberation would remove that opportunity which is granted by law.

It is essential that the Board be given the opportunity to review a written draft of its decision before issuing the final written decision. The wording of the decision must be legally sound. An open deliberation process would require public attendance at all phases of deliberation, including the review and amendment of the draft decision. In effect, decisions would be fixed and final in the form they were made at the conclusion of the initial hearing and their quality would suffer as a consequence.

The Right To Information Bylaw No. 10999, s. 28 recognizes the need to exempt deliberations from public dissemination until such time as they become part of the public domain. That section further mirrors Development Appeal Board practice in that it calls for all factual information upon which deliberations are based to remain available to the public.

Advice and Draft Documents

s. 28 Advice and information given and deliberations and directions made at a private meeting of Council or a private meeting of a Council committee and draft reports, draft resolutions and draft bylaws that are likely to eventually be released to the public are exempted information until they are part of the public domain. The factual material that the advice is based on, including public opinion polls, statistical surveys, economic forecasts, environmental impact statements and task force reports, is not exempted under this section.

Public deliberations could reduce the number and/or quality of applicants for DAB positions because of the public and media scrutiny of its deliberations.

In Public Deliberation

The Board is established by Council which is responsible to the public. The public has a democratic right to observe the entire process. Public scrutiny of the discussions of the merits of a case and the decision making process is necessary to preserve that right.

The deliberation of a public process should be conducted in public. One exception is that when a point of law (or the right to information) must be considered, the Board can meet in camera.

Public deliberation avoids the perception and negative image of back room bargaining and promotes openness of the public process. Deliberation within the public view increases accountability for the decision and is consistent with recent efforts to open up and democratize the development process.

Public deliberations can be frank and not politicised because Board members are appointed rather than elected. A better decision making process results when it is conducted entirely in public.

Administrative staff are well exposed to the decision making process, public information dissemination is improved, and the media is better able to report.

Many Board decisions have an impact beyond the surrounding property owners. Board decisions should send a clear message across the City.

DAB members may work harder to find agreement if their deliberations are open to public scrutiny.

Insurance can be taken against the possibility that a Board member is held liable for a decision and a claim is brought against him.

If private discussions occur, Board members should be removed immediately. "Straw votes" and deal making / negotiation which can occur in camera sessions run counter to the democratic process.

A completely public process has no impact on the number of candidates (Calgary, Medicine Hat). The attitude is that "If you can't stand the heat, stay out of the kitchen".

The written decisions handed down in Medicine Hat have never overridden the verbal decisions. The decision is written up immediately after the hearing and published usually within 24 hours. An opportunity to massage the opinion would cloud the process.

Conclusion

There seem to be legitimate arguments on both sides of the debate. It appears to be a matter of opinion/philosophy.

ATTACHMENT II

A RECOMMENDATION CONCERNING REZONING APPLICATIONS

BACKGROUND

1. The June 1994 Report of the Planning Process Round Table ("blue book") contained a number of recommendations related to the process for public hearings. Six recommendations dealt with the delegation of hearing responsibilities from Council to some other group. Suggestions ranged from community based groups to an independent board. Six other recommendations dealt with the procedure for conduct of hearings. Concerns included: the thought that the current process is not "user friendly", the five minute rule, inadequate notification, inadequate access to information, disclosure and even the physical facilities, which some people consider intimidating. There is concern that the present process for rezoning takes too long, that the number of hearing days is inadequate and that there are too many referrals back to the administration. These latter concerns lead to a feeling that the City of Edmonton is not "open for business".

2. There is a very strong feeling that City Council must focus on matters of policy, and that implementation and specific zoning situations would be better handled by the administration or an independent tribunal. Statutory Plans may be considered to be matters of broad policy, while the actual zoning of any plot of land and the assignment and definition of specific uses are matters of implementation. This recommendation deals only with a procedure under which changes related to zoning would be conducted by an independent board.

3. The Land use Bylaw contains sections dealing with procedural matters, descriptions of land uses and zones in which various uses will be permitted or allowed on a discretionary basis. It also contains extensive regulations which set limits on various aspects of development within each zone. Development Officers and the Development Appeal Board are able to exercise discretion in the way these parts of the bylaw are applied.

4. The Land Use Bylaw also divides the entire City into districts or zones which determine what uses and regulations apply to every development within the zone. Changing the zoning of a specific parcel of land requires an amendment to the Bylaw, which is presently handled in the same fashion as any other bylaw amendment. There are currently about three hundred such applications per year. This is a normal process which reflects changes in the life of a growing city. By provincial statute, each bylaw change requires a public hearing which must be conducted by City Council. Both citizen groups and developers believe that the hearing process is cumbersome, time consuming and a cause of delay in resolving these applications for change.

RECOMMENDATION

1. All public hearings related to Statutory Plans should continue to be held by City Council with some modifications to the procedures that are used.

2. All decisions, including the required public hearings, related to changes to zoning under the Land Use Bylaw will be delegated to an independent Board. The Board would take complete control of the process for rezoning. Other changes to the Land Use Bylaw would be treated in the same fashion as other bylaw changes.

This proposal is advanced on the basis that the Province would agree to enact a regulation to allow delegation of this activity. Appendix A contains further comments on this aspect of the recommendation.

THE INDEPENDENT BOARD

In the following paragraphs the Independent Board will be referred to simply as "the Board" leaving selection of a name to a later time.

The Board will be established by Bylaw, (possibly part of the new Land Use Bylaw), after suitable provincial regulations are issued to permit such a change in procedure.

The objective of the Board will be stated in the Bylaw as follows:

1. The purpose of this bylaw is to provide for an impartial process for review of zoning changes and related matters, in order to determine whether, in the Board's opinion, the changes are in the public interest, having regard to their long term social and economic effects and the needs of the applicant.

2. The Board will have complete authority over the review and approval of all rezoning applications. Its decisions may be appealed to the Courts on points of law, procedure or jurisdiction.

3. The Board will be composed of six qualified citizens who are not City employees or members of Council. Provision will be made so that additional members may be named for specific hearings should the need arise. A quorum will be three members and the Board will be allowed to sit as two simultaneous panels. Board members will receive an appropriate honorarium for each meeting attended.

4. The Board will have a small staff which will be drawn from the staff of the Planning and Development Department. Its task will be the processing of applications for zoning changes and certain technical aspects of such changes as well as the organization of public hearings.

5. In order to ensure that adequate and full information is provided to all stakeholders, the Board will focus on written evidence. Adequate time will be allowed to most interveners at the public hearings and opportunities will be provided for suitable questioning of both applicants and interveners. A suggested procedure for the Board's operation is contained in Appendix B. It is proposed that the procedure be fashioned after the Natural Resources Conservation Board model.

6. The Board will operate under a written code of ethics and Rules of Procedure. (The latter will be developed and revised, when necessary, by the Board and approved by Council.)

BOARD ORDERS

After conducting the public hearing the Board will deliberate in camera and then issue its decision which will be an order to either change or retain the zoning. Its order may take one of three forms:

1. The Board may approve the application with or without conditions.

2. The Board may refuse the application.

3. Should the requested zoning changes represent a significant and substantial change from an established statutory plan, the Board may declare that it lacks jurisdiction, in which case the application could go before City Council for a bylaw changing the statutory plan.

LEGISLATION

1. The amended Municipal Government Act (MGA) requires that Council hold public hearings in conjunction with the adoption of bylaws and changes dealing with Statutory Plans (General Municipal Plans, Area Structure Plans and Area Redevelopment Plans) and the Land Use Bylaw. See Section 692 of the Act.

2. Section 618(4) of the MGA reads as follows:

> "(4) The Lieutenant Governor in Council may, by regulations, exempt an action, person or thing from the application of all or any provision of this Part or of the regulations or bylaws under this part."

This proposal is advanced on the basis that the above sub-section [618(4)] would permit the Province to pass a regulation granting the City of Edmonton an exemption from the stipulation that zoning changes be considered as bylaw changes requiring City Council to hold public hearings, in favour of a procedure which would provide a better basis for public hearings, a better exchange of information, more informed public input and greater efficiency.

SUGGESTED BASIC PROCEDURE

Since the Board will assume complete responsibility for review and approval of all changes in zoning, the procedure must include the necessary steps for receipt and review of such applications. At the same time, there is considerable merit in using the professional staffs of the Planning and Development Department and other agencies for most of the technical and other evaluation. Separation of the review and evaluation procedures may alleviate the public perception that the Planning and Development Department has conflicting roles.

The Board and its staff will:

1. Receive and review all applications for rezoning.

2. Collect a fee to be set in such a way that in most years the operating costs of the Board will be fully recovered.

3. Determine that the application is complete.

4. Determine what additional (background) information is required and arrange to obtain it from the applicant or others.

5. Establish a date for the public hearing, depending upon the wishes of the applicant and the nature of the application.

6. Determine which stakeholders may have an interest in the application and through notices or posted signs advise them that it has been received. The notices or signs will indicate that:
   - complete information may be viewed at the Board office;
   - notices of intervention and intervention briefs will be received up to a certain date; and,
   - the date and location of the public hearing.

7. Advise the City Planning and Development Department and other agencies that the application has been received and provide copies of it to them. A provision of the bylaw will require that the Planning and Development Department submit an intervention a least one week prior to the date of the public hearing. This intervention may be as simple as a letter supporting the application, or it may recommend changes or outright rejection, with reasons therefore. The Planning and Development Department will of course be free to discuss the application with the applicant and others prior to submitting its intervention.

8. Receive other written interventions or briefs. Any person or organization which submits a brief or notice of intervention prior to a date one week in advance of the public hearing will be given the status of a "Registered Intervener."

9. All written briefs and interventions received by the set date will be made available to all Registered interveners and the applicant at least five days prior to the public hearing date as follows: The applicant will receive a copy of all interventions and the Registered Interveners will be advised that these briefs are available for viewing at the Board office.

10. Public hearings will be scheduled at two week intervals with the agendas being set so that non-controversial applications will be dealt with first.

11. The procedure at the public hearings will be as follows:
    a) The applicant will make a presentation in support of his application.
    b) The Planning Department will make a presentation.
    c) Registered Interveners supporting the applicant will make presentations summarizing their written briefs, should they so desire.
    d) Registered Interveners opposing the application will make presentations summarizing their written briefs.
    e) The applicant will be allowed to question any of the registered interveners, following which, these interveners will be allowed to question the applicant.
    f) For the presentations, questions and answers described above, the participants will be given adequate time, subject to relevance and to the avoidance of repetition as determined by the chairman. It is important to note that the Board will be required to make its decision primarily on the basis of written submissions as explained or amplified during the hearing.
    g) After all Registered Interveners have been heard the Board may hear submissions from other individuals or organizations who can demonstrate a clear interest in the application. These interveners would be limited to five minutes for their individual presentations and combining of time allocations would not be allowed. These submissions would have to be relevant and not be repetitions of information or opinions already heard.
    h) The applicant will be given an opportunity to make a closing statement. The Board will have the right to adjourn to another time the completion of any hearing at the request of the applicant, an intervener, or on its own accord. It is anticipated that in some instances the applicant may wish to make amendments to the application in light of the interventions and this should be encouraged.
    i) After the hearing the Board will meet in camera to consider all of the evidence submitted. After due consideration, but in no event more than three weeks (meetings are held at two week intervals) after completion of the hearing, it will issue an order concerning the application. Such order will be in writing and will be sent to the applicant, all Registered Interveners and the necessary City and other agencies interested in zoning.

12. There may be merit in consolidating the offices and staff of the Subdivision and Development Appeal Board and the suggested zoning Board. Many developments involve all three aspects of the approval process and the extent of record keeping might be reduced. Furthermore, the primary function of both staff groups is the identification and notification of stakeholders, assembly of information and the organization of public hearings. The public would be able to attend at only a single office to obtain information concerning any land use related hearings and obtain information concerning them.

ATTACHMENT III

A PROPOSAL FOR THE ESTABLISHMENT OF AN EDMONTON PLANNING ADVISORY COMMISSION

COMMITTEE RECOMMENDATION

The Sub-Committee recommends that Edmonton City Council establish by bylaw an autonomous and independent planning commission composed of citizens.

The mandate of the Commission shall be to :

a) provide advice, reports and ideas regarding the planning and development of the City of Edmonton to City Council, public organizations, the media, and the general public;
b) provide a public forum for the citizens of Edmonton to discuss city planning and development ideas, issues and opinions;
c) create a vision for the planning and development of the City of Edmonton that is future-oriented, credible and updated on a regular basis;
d) maintain and promote a "big picture" view of Edmonton city planning and development, focused on issues of city-wide significance;
e) introduce new emerging planning issues and initiate public discussion; and
f) monitor current planning issues and provide commentary.

Membership, Duties and Structure of the Edmonton Planning Commission

The Commission will be composed of at least 18 citizens and two council members. Most members of the Commission will be nominated by public stakeholder groups and appointed to the Commission by Council; other members will be nominated and selected by the Commission itself.

The Commission will have an advisory role and have no statutory powers. The Commission will have the discretion to set its own agenda, and its advice and reports will represent only the Commission itself.

The Commission will have a staff of one full-time professional co-ordinator and one full-time administrative support person. The Commission will receive support from civic departments and liaison will be provided from each department.

The Commission will prepare an annual report and audit of planning activities in the city of Edmonton.

Details of the Commission's mandate, membership, duties and structure will be determined through a terms of reference that will follow this recommendation and appendixed guidelines to establish the Edmonton Planning Commission.

APPENDIX A

GUIDELINES FOR THE ESTABLISHMENT OF AN EDMONTON PLANNING ADVISORY COMMISSION

GENERAL MANDATE

- **The Edmonton Planning Commission is to be established by City Council bylaw:** details of its mandate are to be worked-out through a terms of reference to establish the first commission.

- **The Commission is to be autonomous and independent of other public organizations to set its own agenda:**
    - * to have the discretion to address issues that the Commission views as its mandate;
    - * to receive and consider requests from other public organizations and individuals to place items on the Commission's agenda;
    - * to be informed of upcoming civic planning items; and,
    - * to not have its agenda set by the agendas of other organizations; or, conversely, not to slow the established process of planning decision-making (for example: the Commission would not review and make recommendations on agenda items from the planning and development department or other civic departments; the Commission would not be an appeal body or official public hearing body; and, the Commission would not be an "approver" of statutory plans/amendments or subdivision applications, or "rezonings", or similar matters).

- **To represent only the Commission itself:**
    - * Commission members are not to represent stakeholder groups or those who nominated them or any "cross-section" they may represent;
    - * the Commission is not to represent "the public" or to resolve disputes or broker deals between interest groups; and,
    - * the Commission is to work for the greater public good of city planning for Edmonton.

- **To prepare and present advise, reports and position papers regarding Edmonton's planning and development to city council, pubic organizations, the media, and the general public:**
    - * the Commission will have an advisory role and will not have statutory powers or responsibilities.

DUTIES OF THE COMMISSION

- **To provide a public forum for the discussion of city planning and development issues, ideas, and opinions:**
  * to provide an opportunity for the average citizen to have an easily-accessed and credible public forum for the hearing and discussion of their views, and,
  * for the hearing and discussion of presentations by individual citizens, independent planners, special interest or stakeholder groups, the media, the general public, representatives of civic and other governmental, educational or institutional agencies and organizations, and other similar individuals and public bodies.

- **To create a vision for the future planning and development of the City of Edmonton:**
  * the vision is to balance a future-oriented ideal with the need to be realistic and credible; and,
  * the vision is to be created early-on during the establishment of the first Commission and updated on a regular basis thereafter.

- **To maintain and promote a "big picture" view of Edmonton city planning and development, focused on issues of city-wide significance:**
  * to view Edmonton as one community or as a single city-wide "neighbourhood"; and,
  * to maintain a perspective relating specific issues, new trends and/or neighbourhood concerns into an overall vision of the city .

- **To focus on planning and development issues of city-wide significance:**
  * for example: to provide commentary and advice regarding the preparation of a new city plan (the MDP - Municipal Development Plan) from an independent viewpoint, but not to represent "the public" or stakeholder groups or to be a formal part of the new plan's preparation process;
  * for example: to provide advice on current planning issues and raise public consciousness on issues relevant to the city's land use and physical development, transportation systems, natural environment, and social and economic characteristics; and,
  * for example: to have the discretion to address neighbourhood issues that have a larger city-wide significance (i.e. either in terms of planning process or public input matters, or specific new, or unique land use concerns).

- **To introduce new emerging issues and initiate public discussion:**
  * to raise issues of the Commission's selection that may not otherwise have a timely introduction into a public forum;
  * to draw attention to new or progressive ideas that might not otherwise be raised;
  * to provide an opportunity for the academic community and students of city planning to bring new ideas to the public (note: a planning commission could provide the public forum to partially offset the absence in Edmonton of a local planning school).

- **To monitor current planing issues and provide commentary:**
  - * to provide a forum or alternative outlet for public opinion (for example, there are some who view existing opportunities as inadequate - e.g., the 5-minute limit Council places on a presentation at a public hearing rule; there are others who want a more informal, less-constrained arena within which they may voice and discuss views); and,
  - * to act as an advocate for a particular neighbourhood or stakeholder on issues where larger planning principles are at stake.

MEMBERSHIP OF COMMISSION

- **To be composed of citizens with Council members as liaison:**
  - * at least 18 voting citizen members;
  - * additionally, 2 Council members (with alternates to ensure attendance of council reps at Commission meetings);
  - * a quorum would be 11 members;
  - * 2/3's of citizen membership to be appointed by Council, 1/3 appointed by Commission itself;
  - * members to serve a 3-year term to a maximum of 2 terms/6 years consecutively;
  - * appointments are staggered with 1/3 appointed annually (therefore, after the initial first year Council would appoint 4 members and the commission would appoint 2 annually);
  - * no employees of city on Commission as voting members; and,
  - * liaison staff from relevant civic departments would attend Commission meetings as resource personnel (eg. from city planning, transportation, parks and similar departments, and from school boards and others as needed).

- **Candidates for membership are to be nominated by stakeholder groups and the Commission itself, selection is by City Council and Commission, respectively:**
  - * nominations are received by City Clerk annually and then forwarded to Council for selection; and,
  - * stakeholders include: special interest groups, academic community, business/developer organization(s).

STRUCTURE AND RESOURCES

- **The Commission Chair may invite individual members of the public, stakeholder groups and planners to attend as resource personnel, as participants or to receive the views of the commission:**
  - * planners may attend as independent professionals or as representatives of their departments to provide information, ideas and opinions.

- **Commission meetings are to be held monthly in public:**
  - * additional meetings held at the discretion of the Chair may be either public or private.

- **Commission decisions shall be by consensus or simple majority:**
  - * a quorum is 50% of the membership of the Commission; and,
  - * individual Commission members are bound to support a decision of the membership

- **Staff will be one full-time professional with background and skills in city planning and in facilitating, coordinating and communicating, and one full-time administrative support person:**
  - * additional administrative support is to be provided by the city clerk's department;
  - * other support is to be provided by other civic departments on a request basis (eg. to obtain/provide existing publications, research reports, and other documents on city planning , transportation, parks, schools, etc.); and,
  - * each civic department shall appoint a professional staff member to be a liaison to the Commission and to receive requests from the commission and provide responses; the liaison will also attend the monthly public commission meetings.

- **The Commission's budget will provide for: one full-time professional co-ordinator position; one full-time administrator; and, expenses regarding agendas, meetings, reports, members expenses, and similar items.**

- **The Commission will prepare an annual report and audit of planning activities in the city of Edmonton.**

- **Commission reports and presentations to City Council shall be received as a report from a civic department:**
  - * a written report shall be distributed by the Commission in advance of the City Council meeting for inclusion in Council's agenda.

- **Details of structure to be determined by Commission:**
  - * details of the Commission's mandate, membership, duties and structure will be determined through a terms of reference that will follow this recommendation and appendixed guidelines to establish the Edmonton Planning Commission.

QUALIFICATIONS AND OFFICES OF COMMISSION MEMBERSHIP

- **Candidates must have a demonstrated interest in city planning and in service to the public:**
  - * qualifications to be based on the Vancouver Planning Commission.

- **The details of the offices of the Chair, Vice-Chair, and Executive Committee of the Commission, structure of sub-committees, and procedures at the Commission's public meetings will be determined in the terms of reference establishing the Commission.**

ATTACHMENT IV

PUBLIC HEARINGS - SPECIFIC RECOMMENDATIONS OF THE PLANNING PROCESS ROUND TABLE WITH POTENTIAL SOLUTIONS

Group	***Recommendation in Italics*--Possible Response in Regular Type**
2	*The group had some concern with the time lost due to only one public hearing meeting of Council per month and suggested that the frequency of meetings be increased.* Council could hold hearings more than once a month.
6	*Establish a process where Community Hearings could replace traditional Public hearings on certain issues, or precede them when this would improve their effectiveness.* Department(s) involved could facilitate these community "hearings" among all stakeholders and report the results of the meetings to Council at the traditional public hearing. Presenters at the public hearing could state whether they agreed or disagreed with the various sides presented in the report. Disadvantage is that this could lengthen the time involved in the process. May be workable for Council to meet outside of Chambers if a particular issue has clear relevance to one part of the city and can be anticipated to require significant presentations from residents of that area. This would require a special public hearing date and related publicity and advertising. A school gym or community hall could be equipped for such a hearing. If a public hearing involves a bylaw of city wide ramifications, City Hall is the most central location for a hearing to be held. It may be difficult and time consuming to arrange for a facility within the community.
6	*Replace the "5 minute" rule with a more effective format which would limit repetitiveness while allowing more comprehensive presentations.* Amend procedures to allow one or two speakers to speak on behalf of a larger group and give them 15 or 20 minutes (in total) to make a detailed presentation that represents the views of the larger group. "The group" could be there and be asked to stand to show their support for their designated speaker. Alternatively, the members of the group could sign a "petition" (for lack of a better word) acknowledging that the speaker represents the views that they would present if they were to be present and speaking. Potential disadvantage is that speakers representing organizations (e.g., community leagues, business associations) may also want the ability to speak for more than five minutes since they could legitimately argue that they are speaking on behalf of all of their members, even though their members would not be present or would not have signed a "petition" stating that these organizations were representing them.

Group	*Recommendation in Italics*--**Possible Response in Regular Type**
6	*Provide better public education about the process, for example, by a) enclosing an information pamphlet with mailed notices of hearings; and b) providing the name and number of a City resource person who could provide information specifically regarding the public hearing process.* A standard information sheet about the public hearing process should be prepared and inserted by Planning into letters being sent out about proposals. A public hearing **process** expert (or two) could be identified and a phone number included with the information sheet The name of the planner handling the specific issue needs to be clearly identified on the main notice and the planner should provide information on the public hearing process
6	*Improve the layout of the facilities where hearings occur to decrease the sense of intimidation.* Little can be done to physically change the layout in Council Chambers. However, presenters could be seated at the (either at the administration desk or at the right and left side tables) instead of standing at the speakers podium
8	*Provide a telephone information line that citizens and developers can access to obtain information such as:* • *proposed developments by city area;* • *public hearing and other important dates; and,* • *public hearing, appeal and application process.* The option of the "Talking Yellow Pages" should be explored as a way of providing the information requested. Other alternatives would be the posting of information so that citizens could access it through Freenet or Internet.
8	*Invite citizens to provide input, complete surveys and vote on controversial proposals via in interactive telephone line.* Citizens may provide input by writing to City Council or by calling the Citizens Action Centre. Perhaps these two alternatives need to be made more widely known. Electronic communication should be researched to determine if it is applicable to this type of situation.

EFFICIENCY REPORT

EXECUTIVE SUMMARY

BACKGROUND

Following completion of the first phase of the Planning Process Round Table (PPRT), a Steering Implementation Committee (SIC) was struck to work with the Civic Administration PPRT to develop implementation strategies for the PPRT findings for City Council's consideration. The SIC established the Efficiency Sub-committee (ESC) to deal with the themes of "efficiency, effectiveness, streamlining, and differentiation" as described in the PPRT report. The ESC included representatives from the development industry, the consulting industry, the Edmonton Federation of Community Leagues, and a Planning and Development Department staff member.

At approximately the same time, the Suburban Planning Section, Planning and Development Department was initiating the Process Review Project (PRP) to examine, in detail, all of the processing activities undertaken during application based processes. There was a strong similarity between the two projects, and it was decided to co-ordinate the activities of the ESC with the PRP.

The ESC/PRP was undertaken to ensure that these processes are being delivered in a timely, effective and comprehensive manner, while maintaining the Planning and Development Department's role and responsibility for reviewing and formulating recommendations on land development applications in the City. The goal was to identify process improvements that could be implemented and measured, and to create processes that assure quality service to the development industry without prejudicing appropriate public input. The ESC/PRP examined the tasks and activity streams for all application based processes that represent the core business of the Planning Services Branch from the perspective of statutory planning exercises provided for external clients.

PRODUCTS

The ESC's review resulted in the introduction of changes to thirteen statutory approval and approval related processes. The revised processes included: Servicing Concept Design Brief adoptions; Area Structure Plan adoptions; Neighbourhood Area Structure Plan and Neighbourhood Structure Plan adoptions; Statutory Plan amendments; Redistrictings; Road Closures; Subdivision Authority approvals (including Servicing Agreements, Engineering Drawings, Utility Rights-of-way and Easements, Restrictive Covenants, and Plan Endorsement); and Subdivision Officer approvals.

In addition, the ESC review resulted in the development of two alternate processes, being, the Alternate Redistricting Process and the Alternate Road Closure Process. The Alternate Redistricting Process has the public consultation and technical review components being undertaken in advance of a formal application being made. The Alternate Road Closure process would provide the costs and general conditions of a closure to a potential applicant prior to a formal application being submitted. The 'revised' and 'alternate' process flow charts represent the most valuable product emanating from the efforts of the ESC. The flow charts will assist the Planning Services Branch in scheduling activities, allocating staff resources and enhance the ability to confirm the status of individual applications on an on-going basis. In addition, the flow charts will provide the development industry, Council and citizens with a better understanding of the responsibilities and activities associated with the review and approval of development proposals.

The ESC's review of the processes resulted in the following efficiencies being realised:

- 4 day saving for all Bylaw processes due to improvements in the Administrative processes following Planning and Development Department sign-off;
- potential saving of 5 days to the Restrictive Covenant Process through the elimination of draft agreements;
- potential savings of 12 days through following the Alternate Redistricting Process;
- the Alternate Road Closure Process will eliminate the advancement of non-productive Road Closure applications; and,
- the revised Subdivision Approval Process allows for subdivision approvals in 31 working days, well within the prescribed 60 calendar day period established in the Legislation.

RECOMMENDATIONS

In addition to the 'revised' and 'alternate' processes that were developed as a result of the ESC review, the ESC also proposes the following Recommendations for consideration by the Steering Implementation Committee:

- **That the Planning and Development Department, through consultation with all affected agencies and Departments, ensure that the revised processes and process refinements identified by the ESC are implemented on an on-going basis.**

- **That the Planning and Development Department and UDI initiate discussions regarding Terms of Reference for Local Plans in Suburban and Industrial Areas for the purpose of establishing minimum information submission requirements for SCDB, ASP, NASP, NSP, and Plan Amendments, and that the Department develop a Terms of Reference package identifying the minimum submission requirements for Redistricting, Subdivision and Road Closure applications as well. This review should include the affected engineering departments to ensure**

that the level of engineering detail required for each stage of the planning process is consistent with the level of planning detail.

- **That the Administration examine the circulation procedures for each process to determine if the appropriate Departments and agencies are involved, and to determine the time required for the circulation period.**

- **That the alternate redistricting process become the model for the development industry to encourage early public consultation in land use planning processes.**

- **That the Planning and Development Department continue its review of the steps involved in the scheduling of Bylaws for Council's consideration.**

- **That the Round Table Steering and Implementation Committee recommend that property owners, Community Leagues and other interest groups be given specific time lines to respond to public notices of applications.**

TABLE OF ACRONYMS

ARP	Area Redevelopment Plan
ASO	Assistant Subdivision Officer
ASP	Area Structure Plan
BAC	Bylaw Amendment Clerk
BAO	Bylaw Amendment Officer
DC	Development Co-ordination
DRC	Deferred Reserve Caveat
EFCL	Edmonton Federation of Community Leagues
ESC	Efficiency Sub-Committee
FRC	Final Review Committee
HNA	Hydraulic Network Analysis
IRC	Initial Review Committee
LC	Lane (or Road) Closure
LUB	Land Use Bylaw
MGA	Municipal Government Act
MPC	Municipal Planning Commission
NASP	Neighbourhood Area Structure Plan
NDR	Neighbourhood Design Report
NSP	Neighbourhood Structure Plan
NUL	Northwestern Utilities Limited
PDD	Planning and Development Department
PPRT	Planning Process Round Table
PRP	Process Review Project
PO	Planning Officer
PT	Planning Technician
RC	Restrictive Covenant
SA	Subdivision Authority
SCDB	Servicing Concept Design Brief
SDAB	Subdivision and Development Appeal Board
SIC	Steering Implementation Committee
SO	Subdivision Officer
SUB	Subdivision
T-Plans	Tentative Plans
TOR	Terms of Reference
TRC	Technical Review Committee
UDI	Urban Development Institute

1. BACKGROUND

Following completion of the first phase of the Planning Process Round Table (PPRT), a Steering Implementation Committee (SIC) was struck to work with the Civic Administration to develop implementation strategies for the PPRT findings for City Council's consideration. Given the range of issues identified in the PPRT report, the SIC established a number of Sub-committees to focus on individual topically based issues. One of the sub-committees created was the Efficiency Sub-committee (ESC). The Sub-committee included representatives from the development industry, a representative from the Edmonton Federation of Community Leagues (EFCL), and a staff representative from the Planning and Development Department. The ESC mandate was to deal with the themes of "efficiency, effectiveness, streamlining, and differentiation" as described in the PPRT report. Appendix One contains a summary of the PPRT discussions and Recommendations regarding the issue of making the planning process more effective.

At approximately the same time, the Suburban Planning Section was initiating a review of all application processes undertaken in the Planning Services Branch. The Process Review Project was intended to examine, in detail, all of the processing functions undertaken during Statutory Plan adoptions or amendments, redistricting applications and the various subdivision and subdivision related processes. Given the similarity in the two projects, it was decided to co-ordinate the activities of the ESC with the Process Review Project.

The purpose of the ESC/Process Review Project was to examine the existing requirements and procedures involved in the acceptance, circulation, analysis and report preparation stage, and the advertising and Council scheduling activities associated with the following Statutory planning processes undertaken by the Branch: Servicing Concept Design Briefs (SCDB), Area Structure Plan (ASP), Neighbourhood Area Structure Plan (NASP), and Neighbourhood Structure Plan (NSP) adoptions and amendments; redistrictings; road closures; and subdivisions. The findings and recommendations of the PPRT report, particularly those of the Theme Two group of the PPRT, were evaluated to determine whether or not they could be implemented through changes to the existing application review processes, recognising the Planning and Development Department's mandate, responsibilities and budgetary constraints.

The ESC/Process Review Project was undertaken to ensure that these processes are being delivered in a timely, effective and comprehensive manner, while maintaining the Planning and Development Department's role and responsibility for reviewing and formulating recommendations on land development applications in the City. The goal was to identify process improvements that could be implemented and measured, and to create processes that assure quality service to the development industry without prejudicing appropriate public input. The output for all of the application processes will continue to be comprehensive, professional land use planning reports and recommendations.

2. MANDATE

2.1. Scope

The ESC/Process Review Project focused on the previously listed statutory planning functions. The review examined only the tasks and activity streams for each process and did not address management structure, resource allocation, budgets or staffing requirements within the Planning and Development Department or within any other affected Department or agency. The processes that were reviewed represent the core business of the Branch from the perspective of statutory planning exercises provided for external clients. The review of the Servicing Concept Design Brief (SCDB) process is rationalised on the basis that SCDB's represent a statutory plan substitute used in situations were it is desirable to have an approved plan but where the land owners are unwilling or unable to reach the consensus necessary to initiate a Statutory planning process on their own. The Branch also undertakes other land use planning exercises (Area Redevelopment Plans, Land Use Studies, Business Revitalisation Zones, and Community Plans) but they are generally initiated within the Branch and are not driven by external developer clients. Accordingly, these processes were eliminated from the review exercise.

The Project examined the Administration's activities from the acceptance of the application, through the circulation period, the problem solving phase, to the preparation of a recommendation report for a decision-making body (City Council, Subdivision Authority) and included Council scheduling, advertising and notification activities. This project did not include a review or evaluation of the existing decision making process. It is understood that a separate Sub-Committee of the Planning Process Round Table is undertaking that review.

2.2. Context

The basic assumption that guided this Review was that the legal and policy basis for these processes remains valid. Failing a substantial change to the spirit and intent of the relevant legislation and all corporate land development policies, these processes will remain a Branch responsibility. During the course of the ESC work program, a significant restructuring of Provincial Planning Legislation occurred. These changes did not, however, alter the City's basic mandate or responsibility regarding land use planning. Revisions to the Branch processes (e.g., establishment of a new subdivision approving authority and establishment of a new subdivision appeal body) to reflect the new Legislation have been completed by the Planning and

Development Department. The resultant changes are reflected in the Revised Subdivision Processes forming part of Appendix Three.

One other critical assumption was made for the purposes of the Review Project. That assumption being: that all applications must be technically and administratively complete prior to the process beginning. No time was identified in the processes for the purpose of obtaining deficient technical information after acceptance of the application. Section 4.3.2 describes a potential solution to incomplete or deficient applications.

2.3. Methodology

At the outset, the Review identified all of the steps involved in handling the various applications and created flow charts for each existing process. In its own right, the exercise of completing a detailed documentation of steps within the existing application processes was highly valuable from the perspective of establishing a clear understanding of: the various tasks undertaken; the interrelationships between tasks; responsibility for individual tasks; critical decision points; and activity flows.

Following the documentation of the existing processes, each of the steps indicated in the process flow charts was evaluated to determine if it was necessary, if any additional steps were desirable or necessary, if it was a statutory or policy requirement, if it was effective, and if it could be completed concurrently with any other part of the process. Following a detailed review and discussion of each flow chart the ESC examined options to address problem areas within each process. Revised flow charts were developed where process amendments created an improvement to the efficiency and/or effectiveness of the process.

A sample of the applications received and completed in 1994 was examined to determine the steps taken, the order that tasks were undertaken, and the time required to complete each step. That information was aggregated by application type (i.e. SCDB, ASP, NASP, NSP, LUB, SUB, SO, LC) to get a clear understanding of the task sequence for each type of application based on practical examples.

All activities indicated on the flow charts were tested by applying the following questions:

1) Are the recommendations of the Round Table applicable?
2) What is the desired product?
3) What is the value added by the activity?
4) Is there a business value added by the activity?
5) What do we want to accomplish with this activity?
6) What do we have to accomplish with this activity?

7) Can this activity be eliminated, compressed or undertaken concurrently with other activities?
8) Are any activities missing?

The overall purpose of the evaluation exercise was to recommend changes to the existing processes where desirable and to identify the implications of the proposed changes.

The mechanism for reviewing the existing flow charts and creating new flow charts was to review the major tasks and activity streams for each type of application. The processes were considered in the following order: LUB; SUB; SO; NASP/NSP; SCDB/ASP; Amendment Documents for SCDB; ASP; NASP; NSP; and LC. During the course of the review, the ESC recognised the need for and merits of the Terms of Reference for Local Plans in Suburban and Industrial Areas package as prepared by the Suburban Planning Section. This package documents the minimum information requirements for various types of applications. It is expected that discussions with the local Urban Development Institute chapter regarding the finalization of revisions to these Terms of Reference will continue in 1996.

Prior to commencing the project, the ESC developed a Work Program to guide the Sub-committee's activities and establish a project work schedule. The Work Program provided for the detailed examination of each of the processes and activity flow charts. This was accomplished by examining and discussing the process at one meeting and then considering and evaluating changes or adjustments at the next meeting. The process was brought back to a third meeting for final review and validation.

2.4. Major Products

The ESC review project resulted in four major products. Specifically, the ESC review generated the following:

i) revised process flow charts (Appendix Three) for the various types of applications processed;

ii) alternate process flow charts (Appendix Three) for the Redistricting and Road Closure Processes;

iii) an evaluation of the major process revisions, including a discussion of the implications to the stakeholders (Section 4.0); and,

iv) an executive report summarising the key findings and recommendations of the Efficiency Sub-committee. The Executive Summary will be forwarded along with this report and its enclosures to the Round Table Steering Implementation Committee for its consideration and approval.

3. ISSUES AND ACTIONS

The Efficiency Sub-committee met on eight occasions between June 6, and October 10, 1995 to discuss the various planning approval processes and related issues. Through the course of these meetings, 41 separate issues were identified. The identified issues and actions taken are documented in Appendix Two. In addition, the revisions to the individual processes that were introduced are documented for each process in Appendix Three. Appendix Three also contains the Alternate Redistricting and Alternate Road Closure Processes suggested by the Committee.

In summary, the recommendations of the Efficiency Sub-committee resulted in the following efficiencies:

- a 4 working day savings for all Bylaw processes due to improvements in the Administrative processes following Planning and Development Department sign-off;
- potential saving of 5 working days to the Restrictive Covenant Process through the elimination of draft agreements;
- potential savings of 12 working days through following the Alternate Redistricting Process;
- the Alternate Road Closure Process will eliminate the advancement of non-productive Road Closure applications; and,
- the revised Subdivision Approval Process allows for subdivision approvals with a minimum of 31 working days; well under the established Statutory time frame of 60 calendar days.

4. MAJOR PROCESS REVISIONS

4.1. Revised Flow Charts

Appendix Three contains the revised flow charts and associated narrative for each of the processes examined by the ESC. Each of the changes recommended by the ESC and implemented by the Planning and Development Department are documented in the narrative for each process. The flow charts depict the basic activity undertaken at each stage of the process, who performs the activity, the sequence of activities, and an optimum time frame for the completion of the major elements of each process (expressed in working days). The examination of these processes at the activity level of detail allowed for a broader perspective for the review. Task level analysis shows very clearly what things are done; this review examined why things were done, when, by whom, and the time required to complete the activity. The greatest amount of detail in the flow charts and the narrative is provided for the elements of the processes which are undertaken in the Planning and Development Department. Through the course of the review, it became apparent that in several processes the successful and timely completion of the process was heavily dependent on the input and co-operation of other Departments in the Administration. In the last stage of the review, meetings with other key departments were held to review their specific involvement in these processes. Subsequent Sections of this report will address the findings of these meetings.

Both the 'revised flow charts' and 'alternate flow charts' (see Section 4.2) represent a highly worthwhile and valuable product emanating from the efforts of the ESC. The flow charts will assist the Planning Services Branch in scheduling activities, allocating staff resources and enhance the ability to confirm the status on individual applications on an ongoing basis. In addition, the flow charts will provide the development industry, Council and citizens with a better understanding of the responsibilities and activities associated with the review and approval of development proposals.

4.2. Alternate Flow Charts

Appendix Three also incorporates the flow charts and narratives for processes which were created as a result of the ESC review of the original process. Two alternate processes were created to address concerns from the ESC regarding the time lines required under the existing process. In the case of the Alternate Road Closure Process, if the applicant is able to conclude an Agreement for Sale for the closure area prior to initiating a formal application, the costs and implications of the application are understood in advance, thereby avoiding the advancement of non-productive Road Closure applications.

The Alternate Redistricting Process was created for situations where the developer wants to address all technical and public concerns prior to submitting the formal application. It is in some respects similar to the requirements of the DC5 District regarding the prior consultation with the surrounding property owners but would also include servicing issues as well. The alternate redistricting process results in a potential time saving of 12 working days.

4.3. Other Review Results

The PPRT report identified a number of recommendations intended to make the planning process more effective (see Appendix One). Through the course of the ESC review the same general issues that formed those Recommendations surfaced during the discussions surrounding the various processes. As a result, the ESC review also addresses many of the PPRT Recommendations. This Section will deal, in general terms, with the Recommendations of the PPRT.

4.3.1. Early Public Consultation

The issue of early public consultation was addressed by the ESC in the context of the alternate redistricting process, as described in Section 4.2 above. Early public consultation is expected to provide both the development industry and the community groups with the opportunity to be more proactive about issues that may arise as a result of the future application.

4.3.2. Clear and Consistent Application Requirements

The second area that was examined related to the application process itself. It was felt that the information requirements for the various applications was unclear and perhaps unnecessary. The ESC addressed this concern when it dealt with the Planning and Development Department's revised draft of the Terms of Reference for Local Plans in Suburban and Industrial Areas package. The establishment of clear information and submission requirements for all application types will result in better, more complete applications and consistent processing. One of the main issues that arose from this discussion related to the level of technical detail required by the utility Departments matching up with the information requirements of the Planning and Development Department. At this time there is a perceived discrepancy between information requirements at the ASP and NSP stages. The servicing Departments, as a result of the ESC review, are examining their Terms of Reference for technical reports. The review of engineering requirements will continue in 1996 in consultation with UDI. The UDI members of the ESC have agreed to participate in this ongoing activity.

4.3.3. Application Differentiation

The ESC review also addressed the issue of differentiation of applications based on the complexity of the application and the number or variety of interest groups. One of the more frequently noted examples of this is Inner City versus Suburban applications. Other circumstances would be for applications which involve special interest groups that may or may not represent community-wide interests. The opportunity to tailor the process to meet the specific needs of the applicant and/or the interest groups is inherent in the Alternate Redistricting Process. Conversely, establishing an effective, but expedited approach for very straight forward applications would allow for a more efficient allocation of resources. The Planning and Development Department will continue to review the potential for application differentiation and application streamlining on an ongoing basis.

5. CONCLUSIONS

Following a detailed review of the existing application review processes, the ESC concluded that the existing activity elements within the various processes are legitimate requirements. In addition, the ESC concluded that the existing processes are relatively efficient. Nonetheless, based on its review the ESC has identified a number of process revisions and alternate processes (Appendix Three) that have been co-operatively integrated by the Planning and Development Department. These enhancements will achieve even greater efficiencies in the various application based processes. It is now critical that the revised processes be effectively implemented. In addition, the ESC recommends a number of future actions intended to achieve a continued enhancement and efficiency in the manner in which the Administration undertakes application based processing.

6. RECOMMENDATIONS

The major recommendations developed through the ESC review will be presented thematically to avoid the repetition of describing the same information for more than one process. These recommendations deal with activity level considerations and will not address specific tasks or details of individual processes.

6.1. Implementation of Revised Processes

RECOMMENDATION

That the Planning and Development Department, through consultation with all affected agencies and Departments, ensure that the revised processes and process refinements identified by the ESC are implemented on an ongoing basis.

JUSTIFICATION

The ESC identified a range of efficiencies that can be obtained through the process refinements and revised processes developed through the course of this review. Some of the changes recommended resulted in substantial savings of either time and/or effort, other changes resulted in less spectacular savings. Nonetheless, whether the potential savings achieved be large or small, all efficiency improvements are important cumulatively and; as such, should be implemented.

6.2. Submission Process

RECOMMENDATION

That the Planning and Development Department and UDI initiate discussions regarding Terms of Reference for Local Plans in Suburban and Industrial Areas for the purpose of establishing minimum

information submission requirements for SCDB, ASP, NASP, NSP, and Plan Amendments, and that the Department develop a Terms of Reference package identifying the minimum submission requirements for Redistricting, Subdivision and Road Closure applications as well. This review should include the affected engineering departments to ensure that the level of engineering detail required for each stage of the planning process is consistent with the level of planning detail.

JUSTIFICATION
The adoption of a complete Terms of Reference package would ensure that all applications are complete upon acceptance and no delays would occur during processing due to information deficiencies. A second benefit that would be achieved through finalising a comprehensive Terms of Reference package is the elimination of all ambiguity regarding application requirements. All parties would have a clear and common appreciation of all submission requirements. The ESC/Process Review Project has identified the opportunity and mechanism for considering more efficient and effective application processes in the Planning Services Branch. Several members of the ESC have indicated a willingness to continue participating in the Process Review Project following completion of the ESC mandate.

6.3. Circulation Process

RECOMMENDATION
That the Administration examine the circulation procedures for each process to determine if the appropriate Departments and agencies are involved, and to determine the time required for the circulation period.

JUSTIFICATION
At the present time, all of the processes in the review have a 15 working day circulation period. There is no distinction between ASP and redistricting application circulation time frames, despite the generally significant difference in complexity of the applications. The appropriate duration for the circulation period should be determined concurrently with a review of the Department's and agencies that are on the circulation lists for each type of application.

6.4. Public Consultation

RECOMMENDATION
That the Alternate Redistricting Process become the model for the development industry to encourage early public consultation in land use planning processes.

JUSTIFICATION

The Alternate Redistricting Process establishes a process where the public consultation is initiated prior to the formal application being submitted to the City. The process also allows for the concurrent technical review with the utility departments and agencies allowing for identification and resolution of servicing issues. In combination these two benefits would allow for a reduced circulation time frame once the formal application is submitted.

6.5. Bylaw Processing

RECOMMENDATION

That the Planning and Development Department continue its review of the steps involved in the scheduling of Bylaws for Council's consideration.

JUSTIFICATION

The revised Bylaw based processes require approximately 21 working days for the scheduling of items for Council's consideration following sign-off in the Planning and Development Department. Time savings in this portion of the process would significantly reduce overall processing time requirements.

6.6. Public Notification

RECOMMENDATION

That the Round Table Steering and Implementation Committee recommend that property owners, Community Leagues and other interest groups be given specific time lines to respond to public notices of applications.

JUSTIFICATION

An open-ended opportunity for the public to consider and respond to notices of applications can unduly protract the advancement of items for Council's consideration. While public consultation is acknowledged as an important consideration in the planning approval process, reasonable time limits for the submission of comments should be established to allow for the reasonable scheduling of items for Council.

APPENDIX I

THEME TWO - HOW CAN WE MAKE THE PLANNING PROCESS MORE EFFECTIVE?

FACILITATOR: John Lynch	Alberta Metis Settlements Transition Commission
BUBEL, Anna	Boyle McCauley A.R.P.
BUNNIN, Sharon	Concerned Taxpayer
CAMPBELL, Liz	Business Facilitator and Planner, Economic Development Edmonton
DRIVER, Keith	Planning Consultant; Edmonton Chamber of Commerce Representative
ELLIS, E. Phyllis	Retired/Interested Citizen
JAROSH, Margaret	McKernan Planning Belmac A.R.P.
KELSEY, Cliff	First National Properties
KLINGBELL, Leonard	Community of Oliver Group (COG) and Community Development Officer, Oliver Community League
SAUTNER, Gwen	Student Planner
SCIUR, Gary	Lawyer
THOMAN, Bill	President, Lewis Estates Developments
GIBSON, Louise	Resource Person, Planning and Development Department

THEME TWO

HOW CAN WE MAKE THE PLANNING PROCESS MORE EFFECTIVE?

INTRODUCTION

The group has placed its recommendations in four categories:

- Efficient and Effective Planning Process
- Stakeholder Participation
- Empower the Planning and Development Department
- Diminish Political Involvement

A common thread throughout the four categories is the importance of definition, understanding and adherence to roles by all participants and stakeholders in the process. This includes the public; developers and their consultants; the City administration; individual Aldermen/Councillors; Executive Committee; and, Council as a whole. If roles are clear, the group considered that many of the current problems would be diminished. Some of the recommendations that follow attempt to identify how we see the roles being established.

EFFICIENT AND EFFECTIVE PLANNING PROCESS

I. Early Public Consultation

Information related to applications should be shared at as early a stage as possible in the Planning process. Under the current system, residents and community groups are advised of proposals when they are received by the Planning and Development Department and/or when a decision has been rendered, depending on the type of application (ASP, NASP, LUB, Development Permit, Subdivision). This places the public in a position of always responding rather than having the ability to be proactive in generating input to the development of a proposal.

A system with early public consultation prior to application on major proposals is desirable. To make it work, there would need to be well defined rules, roles and expectations so that no one participant would be in a position of power over the others. For example, the applicant should not be required to reach consensus with other participants prior to making application. However, information sharing prior to application would be desirable.

It is important as well to recognize that there are different types of applications, some more complex than others and that it would be onerous to require prior input on all applications.

Recommendation 1:
That for more complex applications, there be early consultation among stakeholders prior to formal application being made to the Planning and Development Department. The application would include a summary or report on the results of the consultation.

Recommendation 2:
That it be clear that the consultation among stakeholders prior to application be dealt with by all Stakeholders within a predetermined time frame so as not to delay the application while allowing for information dissemination and response by stakeholders. Consensus is not required prior to application.

II. Streamline the Application Process

Over time, the process of dealing with applications becomes more complex in relation to such things as information requirements, number of copies, number of review agencies and people, ability and desire to meet time frames, anticipation of political issues, additional steps applied to the process to resolve uncommon problems, etc. Seldom, however, are steps removed from the process even if they are not needed. It is necessary, from time to time, to review the steps and internal participants asking the question "Why do we do this?" and stop doing the things that are not necessary or that are in place because participants do not recognize and adhere to their roles. Opportunities for one stop shopping should be exploited.

The group had some concern with the time lost due to only one public hearing meeting of Council per month and suggested that the frequency of meetings be increased.

Recommendation 3:
Review the requirements and steps internal to the City administration one by one and delete those which are not essential to the planning application or which are duplicated elsewhere. Minimize the time frames for those steps that are essential.

Recommendation 4:
In conjunction with the detailed review of the process and empowerment of the Planning and Development Department (as detailed in Recommendation 11), review and implement reorganization of the Planning Department as necessary, including a separate arbitration mechanism to monitor and expedite applications.

III. Requirement for a Complete Application

In order for the City administration to deal with applications quickly and efficiently, the applications must be complete upon initial submission. In some cases, it is felt that submission requirements are too onerous. Submission requirements must be clear and understood by all parties.

Recommendation 5:
Re-examine the Terms of Reference for Planning and technical support documents to ensure they are in fact what is needed; clearly enunciate to all applicants what is required in a complete application; and, accept for processing only properly completed applications.

Recommendation 6:
Review the possibility of reducing application requirements at the suburban neighbourhood plan stage and granting an "approval in principle" to be detailed at subsequent stages in the planning process.

STAKEHOLDER PARTICIPATION

IV. New development in Suburbs vs. Redevelopment in the Inner City

There is a recognition that the number of stakeholders and levels of participation may vary between applications in suburban and inner city areas.

Recommendation 7:
That criteria for participation in the process be reviewed to allow and encourage different approaches in inner city and suburban areas.

Recommendation 8:
We recommend expansion of the notice area bearing in mind the sensitivity or complexity of any particular application. A process should be developed so that Community Leagues, registered owners, businesses and renters receive notices.

V. Criteria Must Meet Complexity of Situation

Some applications are more complex than others. Some applications have greater impacts on neighbourhoods or the community at large than others. Some applications are of interest to special interest groups but not the community at large. Criteria for internal processing under recommendation 3, information requirements under recommendation 5 and for stakeholder participation in recommendation 7 must also recognize the complexity of an application.

Recommendation 9:
That criteria for complete applications, stakeholder participation and internal processing recognize the complexity of an application and be flexible to allow for an expedited process.

VI. A User Friendly Process that Encourages Stakeholder Participation

The planning process is sometimes viewed as complex and somewhat mysterious. There is a need to make the process more "user friendly" by making it more understandable.

Recommendation 10:
Evaluate the possibilities of a consumer awareness program to aid in understanding the process and in disseminating information.

VII. Equal Playing Field

Community response to any proposal or application is undertaken by volunteers with limited time and sometimes expertise to deal with issues. Often there is a lack of community resources (human, financial, technical, legal) which must be recognized. There are a number of models which can be followed to provide more resources to the community and therefore an "equal playing field" among stakeholders.

Recommendation 11:
Recognize the lack of community resources and explore the possibility of addressing this problem within the context of not increasing the cost to the applicant or the City at large (within existing resources).

EMPOWER THE PLANNING AND DEVELOPMENT DEPARTMENT

VIII. Empowering the Planning and Development Department

The process which deals with planning proposals and applications and with community planning issues is perceived to be less efficient due to several factors including: difficulty in coordinating information from Civic departments in the most timely fashion; conflicting direction/desires from established policy by stakeholders including the community, applicants, other departments, Executive Committee, and Council.

Recommendation 12:
Give the Planning and Development Department full authority and discretion to carry out its mandate within defined policy and rules without undue interference. Examples include:

- **to expedite approvals through other departments (time limits)**
- **to expedite interdepartmental conflicts through timely arbitration.**

DIMINISH POLITICAL INVOLVEMENT

IX. Roles and Responsibilities

In the simplest of terms, the role of Council should be to set policy and the role of the Administration should be to implement policy. Currently, Council finds itself involved in many issues within the planning process which fall within the realm of implementation. If the process is improved through the type of recommendations outlined in Recommendations 1- 11, Council should feel less of a need to become involved in the implementation of policy.

Due to actions by the federal and provincial governments, the role of municipal government is changing. Council is faced with resolving a number of major issues in the coming months and years. Improving the processes which the Administration and Council use should allow Council the time to deal with policy and the major issues the City is facing.

Recommendation 13:
Clear rules of roles and responsibility of Council to hear applications and rule on them based on the facts developed through the planning process and public hearings.

X. System of Municipal Government

The introduction of the Executive Committee a number of years ago established a system which creates great temptation for Council to become more involved in the implementation of policy contrary to the role they are seen to have. This may be a contributing factor to greater Council involvement in day to day activities and disempowerment of departments and professionals to do their jobs.

Recommendation 14:
Given the desire for better role definition with Council as policy maker and the Administration as implementor and the desire to empower the Planning and Development Department, consideration should be given to other models of municipal government other than the Executive Committee system.

XI. Aldermanic Inquiries

A system exists which encourages Members of Council to make formal inquiries of the administration in relation to concerns raised by the public; concerns with the manner in which the Administration may be operating; special interests of an

Alderman; or other issues that arise from time to time. There is a consideration that the time spent on these inquiries takes away from the time available to deal with proposals and applications. While it is recognized that Aldermen have a need and desire to address such issues and may need input from the Administration, it was considered that there are other processes which should be followed to economize on the amount of time taken to provide necessary information to Aldermen.

Recommendation 15:
Review the processes used for Aldermanic inquiries with an eye to ensuring the provision of necessary information is done in the most efficient manner.

XII. Goal

Recommendation 16:
Create a process driven by effective and efficient planning which allows Council to adhere to its role as policy and decision maker.

THEME 3

Topic 2A: Community Consultation: Notification Process

Recommendations:

1. **The notification process is viewed as inadequate. A single formula for all types of development is not effective. The process should be geared to the circumstances of the application. The process of notification ought to be reviewed on the basis of circumstance first, and administrative efficiency second. Judgement should be incorporated into the system to recognize the unique circumstances inherent to all sites. For example:**

    a. **Issues involving a simple side yard or similar variance may have direct effect on only one adjoining owner. Notification and/or settlement should be dealt with on the basis of a consent letter rather than a public hearing. If the two adjoining owners are in accord, the public expense to register that accord through a costly, time consuming appeal process is simply not an efficient use of time or resources.**

    b. **Where uses are known to be contentious in nature, or where the character of a street or community may be altered by a development, the notification process should take into account** the broader interests involved and the notification should be expanded.

c. Areas which are predominantly commercial and/or industrial in character are often composed of larger parcels. In these cases, a fixed notification radius may be inadequate. Where residential uses are in close proximity, issues such as safety, fire, hazardous goods, visual impacts, etc., are of greater concern and appropriate notification procedures would take these concerns into account.

d. Rezoning or redistricting situations almost always involve character changes to streetscapes or community composition, some positive and some negative. In these cases, a full range of notification methods may be appropriate, e.g. public meetings, property postings, media announcements and mail outs.

e. Raw land development, where there are few people to notify, and perhaps fewer who care, is particularly difficult to involve in a meaningful notification process. The circumstances of the development should determine the stakeholders to be notified.

f. The use of on-site information signs should be required for development permits that could be deemed to have an impact upon the community.

2. That a committee of stakeholders be established to review and recommend the level and type of notification based upon the above examples.

3. The practice of using a waiver clause on the development application should be discontinued.

4. Include dates on notices of decisions subject to appeal.

5. That the Planning and Development Department review the current format for notification of surrounding property owners with the intent of simplifying the notice by reducing the “legalese” and providing a base map showing the precise location of the development.

THEME 7

3. DEMOGRAPHICS AND SOCIAL STRUCTURE

Recommendations:

3.1 **The Planning process must become more sensitive to market demands and changes based on demographic, social aspirations and lifestyle factors.**

3.2 **Plans should recognize the biological lifestyle characteristics of a community in their content, proposals, design and implementation.**

This means, for example, that plans will have to provide the opportunity to provide an appropriate range and diversity of housing types and land uses to reflect ongoing demographic change. (e.g. allow for apartments in single family homes for young adults and seniors, granny suites, etc.; conversion of schools to senior residential uses, etc.)

As an illustration, such plans could incorporate as a nonstatutory component a "shadow plan" that provides alternative scenarios for the ongoing redevelopment of the community as it ages through its life cycle. Such shadow plans will provide a "notice of motion" that land uses may change over the life cycle of the community. For example, a community may see a transition in housing types to accommodate seniors or an ageing population.

3.3 **City Council should direct that all plans be reviewed within a minimum 5 year time frame and an ongoing review process should be built into all plans.**

There is a clear need to establish clear limits for the "life expectancy" of plans as they rapidly become obsolete and irrelevant due to the accelerating pace of socio-economic change and aspirations. Council must ensure that adequate staffing or other resources are available to properly review and update such plans.

3.4 **A more flexible planning and development process will only be successful if it is supported by an effective and consistent enforcement process rather than being based on individual complaints.**

For example, planning and land use bylaws can be made more flexible to allow the development of "granny suites" and suites for adult children living with parents, but there is a need for clear, consistent enforcement of the regulations to avoid a proliferation of illegal development and suites.

Also from Theme 7

1.4 There is a need to more clearly define the application and roles of different types of plans for different types of areas within the City.

The planning requirements for the development of new suburban areas should be updated and, where appropriate, streamlined or minimized to be more reflective of market conditions. Planning requirements for all areas of the City must recognize the balance between certainty and flexibility.

ANCILLARY RECOMMENDATIONS

THEME 1

4. Improve integration and co-ordination of planning among civic departments.

In order to implement this principle, the following strategies, as well as others, deserve further study:

Provide:
a) Comprehensive, city wide planning
b) Goals and objectives of departments

THEME 4

Other strategies and ideas

In the course of discussions, a variety of strategies or ideas were touched on but not developed. They are included here for convenience of reference. Some of these points may well overlap with the work of other Groups and support some of their conclusions.

In summary form, strategies are needed:

- to separate and streamline development decisions, providing greater convenience for simple development decisions and reserving more time and attention for more complex development decisions;
- to provide a more "even playing field" for all participants in the development process through improved identification of the intended development, analysis, and information on its anticipated impacts;

- to consolidate as many development processes as possible into a one-stop service;
- to have a process to identify who is the "community", depending on the issue. Can a generic process be identified and then modified to meet the particular issue? Initially, the community league might be considered "the voice" of the community. If the community league is unable or unwilling to be the voice, other community agencies may need to be designated or established;
- to determine the best means by which the Planning Department interfaces with developers and the community, when a community has more than one voice (for example, when there are competing interests), and how to ensure everyone is heard;
- to consider the role of the Federation of Community Leagues (e.g., can communication be improved through such things as E-mail?);
- to address the concern of developers who are called on to make concessions or compromises to meet the competing demands of City departments. Concern was also expressed over the rigidity of certain policies and standards and the manner in which exceptions can be made to them;
- to better manage inter-departmental conflict and its impact on developers and the community;
- to obtain faster decisions from senior City management - to improve "corporate" decision-making and so reduce departmental self-interest;
- to review the role of the Planning Department and its role in inter-departmental disputes; and,
- to address the inability or reluctance of council to deal with issues when issues come before it. Strategies are needed to ensure that once a proper process has been followed, council will deal with issues rather than referring the matter back without a decision.

An overriding concern expressed was the need for fairness in the planning process. This concept encompasses fairness for all parties (including such things as timely notice and an opportunity to express an opinion), and fairness within the decision-making process generally for both proponents and opponents of a proposal.

THEME 5

Recommendations:

a) **Overlaying civic by-laws should be consolidated and cross referenced. Examples:**
   - **transportation**
   - **planning**
   - **parks and recreation**
   - **utility companies**

f) **The plans of agencies such as School Boards should be coordinated with city plans and should be sensitive to the impact on a community.**

THEME 8

Topic 10 - REPUTATION AND IMAGE

Statement of Intent

Economic development opportunities are affected by the perceptions of new potential investors. It is important new investors perceive the City as providing a positive business climate. An "open for business" image is important for economic development.

Recommendations:

1. **The Planning and Development Department and City Council, in collaboration with Economic Development Edmonton, promote Edmonton nationally and internationally as an attractive economic development opportunity. Emphasis should be given to an "open for business" approach as reflected by our streamlined development and business licensing approval process.**

THEME 9

Establish a time table for each type of development. The time table should allow ample time to react and prepare comments and discussion for all parties, but also provide a realistic conclusion.

APPENDIX II

SUMMARY OF IDENTIFIED ISSUES AND ACTIONS

ISSUES	ACTIONS
June 6, 1995 - Minutes	
the interaction between PDD and other Departments is important	other affected Departments involved in process review
through membership the Sub-committee has a direct linkage to UDI	UDI advised of progress through project
a restructured EFCL has a stronger focus on community issues-especially urban planning issues	EFCL membership on Sub-committee confirmed and representative appointed
TOR and review project should reference and reflect the changes to legislation (MGA)	effects of legislative changes incorporated in revised process streams
assessment of Servicing Agreement Process should be included in the review	Servicing Agreement Process reviewed
assessment of linen endorsement process needs to be included in the review	linen endorsement process reviewed
June 20, 1995 - Minutes	
add time frame to flow charts	time frames added to all flow charts
PDD to take initiative to resolve interdepartmental conflicts	PDD commits to consult with affected Departments as required
can any steps be eliminated from redistricting process	legitimacy of steps confirmed, perhaps possibility to compress some time lines
application and submission requirements need to be clear at the outset	Revised Terms of Reference identifying all requirements under preparation by PDD
can pre-application meetings be arranged by consultant/applicant to iron out issues	possible under existing process to be highlighted and encouraged under revised processes

APPENDIX II

SUMMARY OF IDENTIFIED ISSUES AND ACTIONS

ISSUES	ACTIONS
June 20, 1995 - Minutes (cont.)	
can time frames for circulation be reduced either as a result of pre-application meetings or complexity of application	alternate redistricting process prepared for those applications where the developer applicant voluntarily undertakes public consultation and resolves technical issues prior to submitting the application. Potential time saving of 12 days
preamble to report should emphasize consultation not conflict	report format and contents explained by PDD staff - no further action required
significant issue that causes delay is lack of proper information at start of application	ESC encourages development industry and consultants to submit complete information at the outset. PDD to prepare revised "Terms of Reference" detailing application requirements to avoid any misunderstanding of what information and support documentation is required
advance notices could be simplified	PDD will continue to refine as appropriate
potential for more Public Hearing meetings at critical times of the year to expedite process	discussed with Office of City Manager - not desirable to introduce additional Public Hearing meetings at this time. With process improvements and proper scheduling Council dates should not be a major problem

SUMMARY OF IDENTIFIED ISSUES AND ACTIONS

ISSUES	ACTIONS
June 20, 1995 - Minutes (cont.)	
review last 4 to 6 weeks of processes e.g. City Clerk's time lines and advertising deadlines to determine any available time savings	improvements to administrative procedures introduced since 1994. Saving of 4 days over time period common to 1994 base information
Council should avoid getting into too much detail	refer to "Decision-making" Sub-Committee of Round Table
July 11, 1995 - Minutes	
review list of standard MPC approval conditions with view to simplifying report	PDD amended and simplified standard conditions in conjunction with the establishment of the new Subdivision Authority
examine MPC process to see if minor changes to T-plans can be handled more effectively	the new Subdivision Authority will be able to deal with these minor issues as they emerge
review with Law the process for preparing and signing Servicing Agreements	PDD and Law have standardized a number of agreements, including Servicing Agreements, thereby making agreements easier to prepare and review
once the developer has signed the Servicing Agreement and he is prepared to proceed, develop a means of allowing the construction to begin (i.e. developer sign a waiver)	while Law advises a waiver opportunity may be possible but is unlikely to result in time savings due to the continuing need for demonstration of insurance coverage and filing of performance bonds
look at authority for Engineering Drawings in other Departments to see if signing steps can be completed in a more timely manner	signing process stream revised

APPENDIX II

SUMMARY OF IDENTIFIED ISSUES AND ACTIONS

ISSUES	ACTIONS
July 11, 1995 - Minutes (cont.)	
in the Restrictive Covenant Process, look at the staff required to sign-off on the RC, particularly in the PDD	RC process revised by eliminating circulation of draft RC's and simplifying process. Potential time savings 5 days
look at the Easement Document process in light of the requirements for separate ED TEL documents	Law Department continuing to discuss Master Agreement with ED TEL, thereby superseding the need for separate easement documentation
in the Subdivision Process where disagreements are encountered between Departments, what is the resolution mechanism?	following discussion ESC agreed that PDD is the appropriate mediation group to resolve interdepartmental conflicts and the Subdivision Authority the appropriate mediation forum in those instances where PDD is directly involved in conflict
need mechanism if MPC refers back for resolution between Departments	following discussion ESC agreed that the Subdivision Authority is the final forum for the resolution of interdepartmental conflict
August 4, 1995 - Minutes	
concerns regarding the DC5 process with respect to the need for and use of the District	PDD advised Committee that as a result of recent LUB amendments to resolve transitional issues between residential sites of differing density and a s result of more generic Neighbourhood plans that the Administration rarely recommends the application of DC5 districting . The majority of current DC5 Districts are initiated by developers

APPENDIX II

SUMMARY OF IDENTIFIED ISSUES AND ACTIONS

ISSUES	ACTIONS
August 15, 1995 - Minutes	
flow charts for those applications involving formal public meetings should be amended to reflect that the outcome of the Public Meeting is also an input to the TRC meeting	flow charts for all statutory plans involving compulsory public meetings amended
development industry very concerned regarding the level of technical detail required at the beginning of the ASP/NSP process. The terms of reference for NDR (Neighbourhood Design Reports) and HNA (Hydraulic Network Analysis) reports should be reviewed to ensure that the appropriate level of detail is being requested at each stage of the planning process	PDD and representatives of UDI have commenced discussions with utility Departments and agencies to refine engineering requirements for each stage of the planning process. This initiative will continue in 1996
August 29, 1995 - Minutes	
new MGA requires Council approval for time extensions for the endorsement and registration of approved subdivisions. Can authority for extensions be delegated?	authority for extensions delegated to the City Manager
City Clerk's signature of subdivision linens is time consuming and does not add value	PDD reviewed issue with Law and Office of the City Clerk. City Clerk remains appropriate signing authority on behalf of the Corporation

APPENDIX II

SUMMARY OF IDENTIFIED ISSUES AND ACTIONS

ISSUES	ACTIONS
August 29, 1995 - Minutes (Cont.)	
add notes to flow charts to indicate that documented time frames are the normal processing times and explain those circumstances where deviations in the time lines may occur. Also document the requirements to start the processes	changes made by PDD
property owners, Community Leagues and other interest groups should be given time lines to respond to public notices of applications	recommendation of ESC
September 26, 1995 - Minutes	
the development of public information packages that also clearly highlight the plan amendment process may assist community groups or individuals	PDD to review and revise public information material in 1996
earlier negotiations regarding the acquisition of the closure area would speed up the overall processing time lines	alternate road closure process developed to eliminate the advancement of non-productive Road Closure applications.
the inclusion of a market appraisal with the closure application would speed up the overall processing time lines	process descriptions amended to acknowledge opportunity to submit appraisals with application
there are two entry points for this type of application that should be acknowledged	alternate road closure process developed to eliminate the advancement of non-productive Road Closure applications.

APPENDIX II

SUMMARY OF IDENTIFIED ISSUES AND ACTIONS

ISSUES	ACTIONS
September 26, 1995 - Minutes (cont.)	
documentation for this process should indicate the risks associated with the ongoing use of a closed portion of roadway	PDD amended process description to document risks
October 10, 1995	
the completion of revisions of terms of reference outlining in detail all application requirements would alleviate all misunderstandings regarding submission and support documentation requirements	recommendation of ESC for PDD action in consultation with UDI in 1996
Other Items	
Subdivision process requires revisions as a result of termination of MPC and formulation of the Subdivision Authority pursuant to provisions of the MGA	PDD revised the various subdivision and subdivision related processes to reflect the new Authority. Note: Meeting of the new Subdivision Authority conducted on a weekly rather than bi-weekly basis, thereby introducing increased flexibility and increased opportunity for scheduling and approving applications

APPENDIX III

REVISED AND ALTERNATE FLOW CHARTS

THE REVISED SERVICING CONCEPT DESIGN BRIEF ADOPTION PROCESS

The Servicing Concept Design Brief (SCDB) is a non-Statutory land use plan adopted by City Council by Resolution. The SCDB establishes the general framework for land use, municipal infrastructure, servicing, and basic environmental requirements for new suburban areas. SCDB's facilitate the staged submission of specific Neighbourhood Area Structure Plans by private developers.

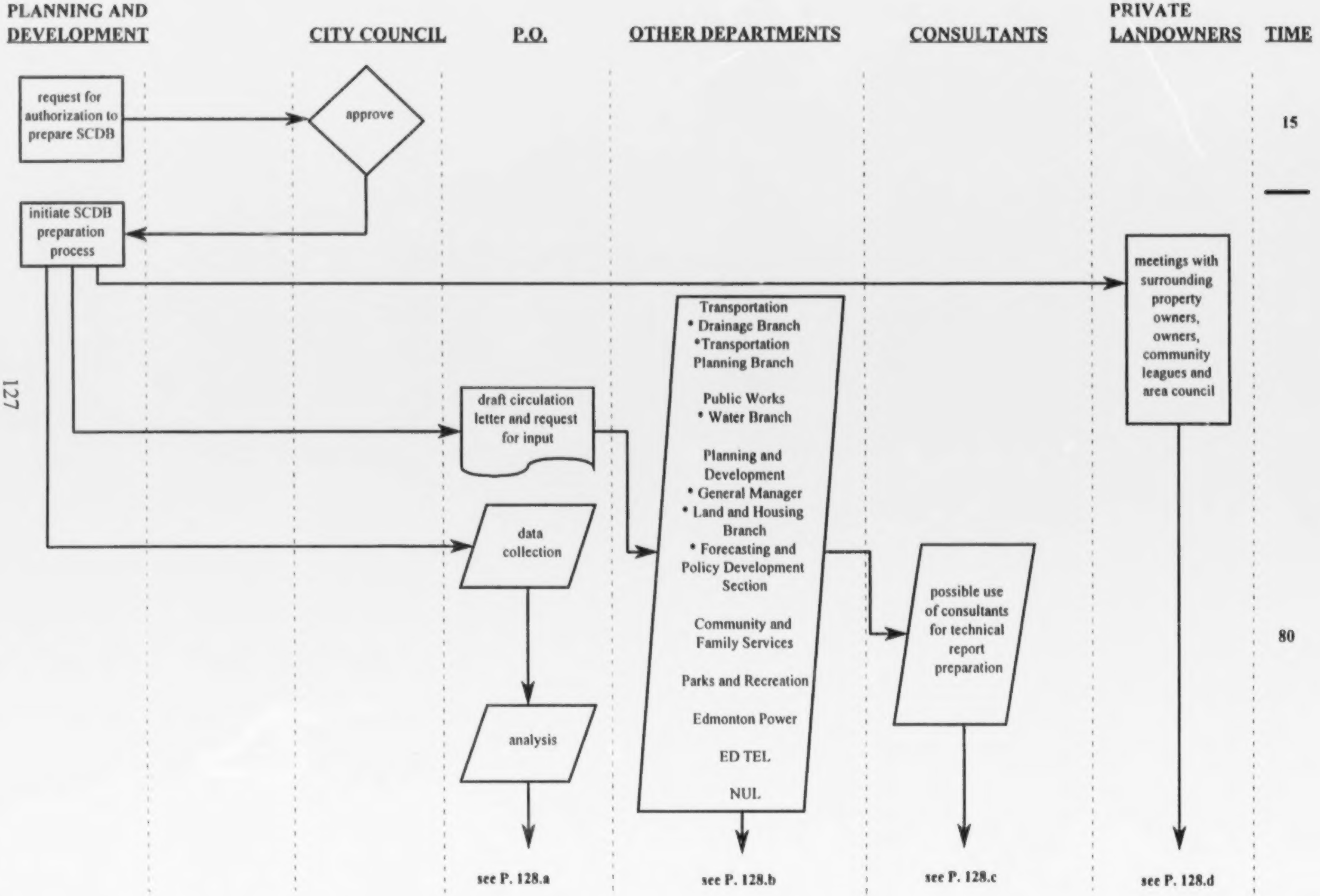
As a result of the Efficiency Sub-committee, the Planning and Development Department has amended the SCDB adoption process by reducing the overall processing time frame by four working days. This improvement was achieved through a reduction in administrative timelines in forwarding completed resolution packages to the Office of the City Clerk.

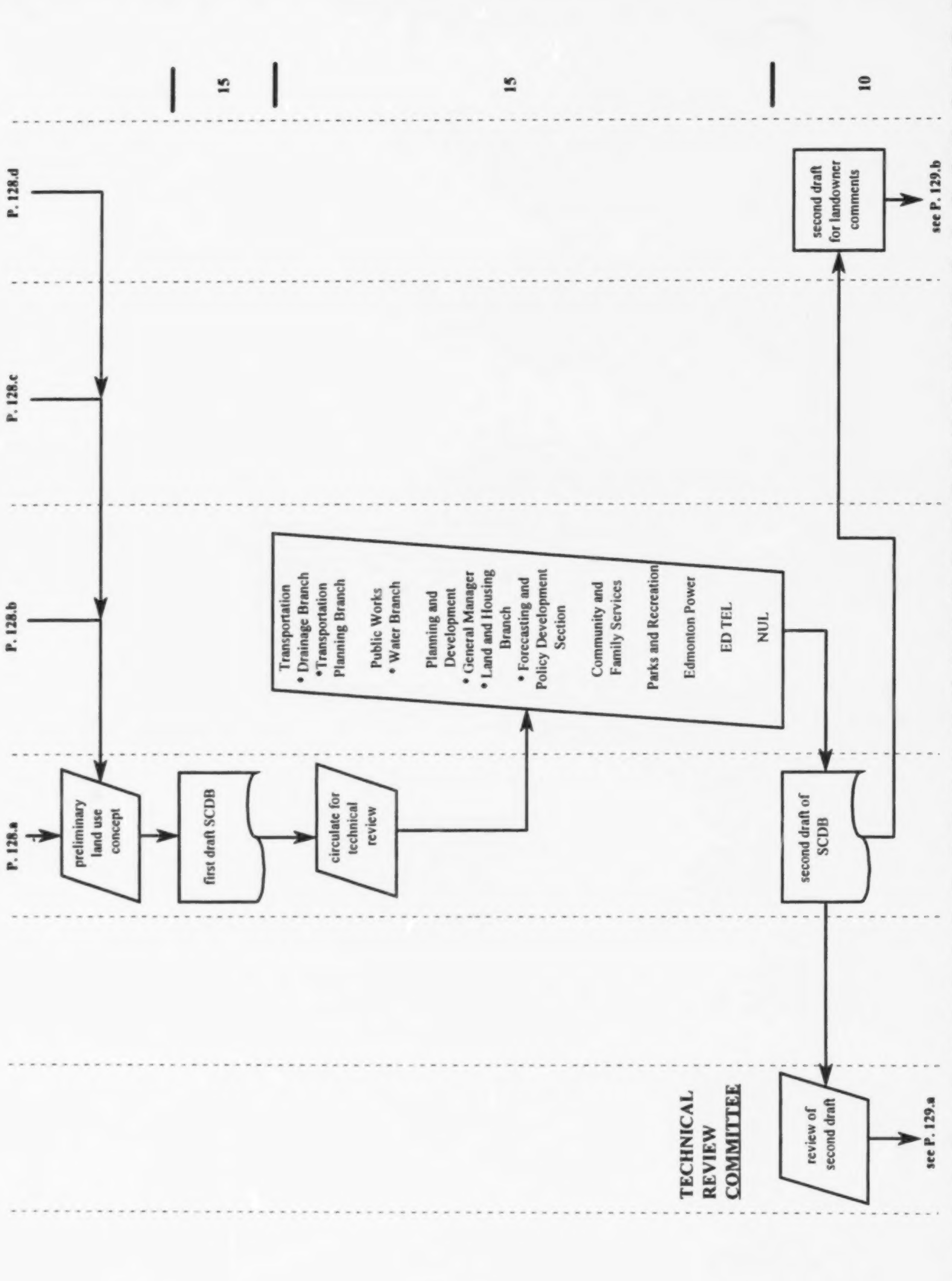
* City Council may authorise the preparation of an SCDB for any area of the City considered to be an integrated planning unit
* the Planning and Development Department takes the lead role in the preparation of the SCDB
* the PO assigned to the SCDB (and any technical support staff required) compiles information regarding the study area, undertakes the necessary field work and arranges meetings with all of the land owners in the study area
* the PO requests technical input from the utility departments and agencies (outside consultants may be used to prepare these reports)
* the input from the land owners and the technical reports, along with the land use analysis completed by the PDD is brought together in the first draft of the SCDB report
* the first draft report is circulated to the utility departments and agencies for comment
* the draft is amended based on the comments received as a result of the circulation
* a second draft of the report is circulated to the land owners, their consultants, adjacent community leagues, the appropriate Area Council, and the general public. PDD will accept written comments on this draft report
* a public meeting is held to present the draft land use plan and technical reports
* the third draft report is prepared incorporating the feed back from the public meeting
* the PO in consultation with the Senior Planner and the Section Director finalises the Resolution package including the recommendation report
* the Branch Manager signs off on the Resolution and the recommendation report
* the BAO prepares the advertising and the Resolution package is sent to the Office of the City Clerk for inclusion on the Council agenda
* the PT takes the file after the Resolution package has been finalised and after it has gone to the Office of the City Clerk and does a summary of the process for the Director's use
* the BAC requests a search and labels, and prepares the Public Notices

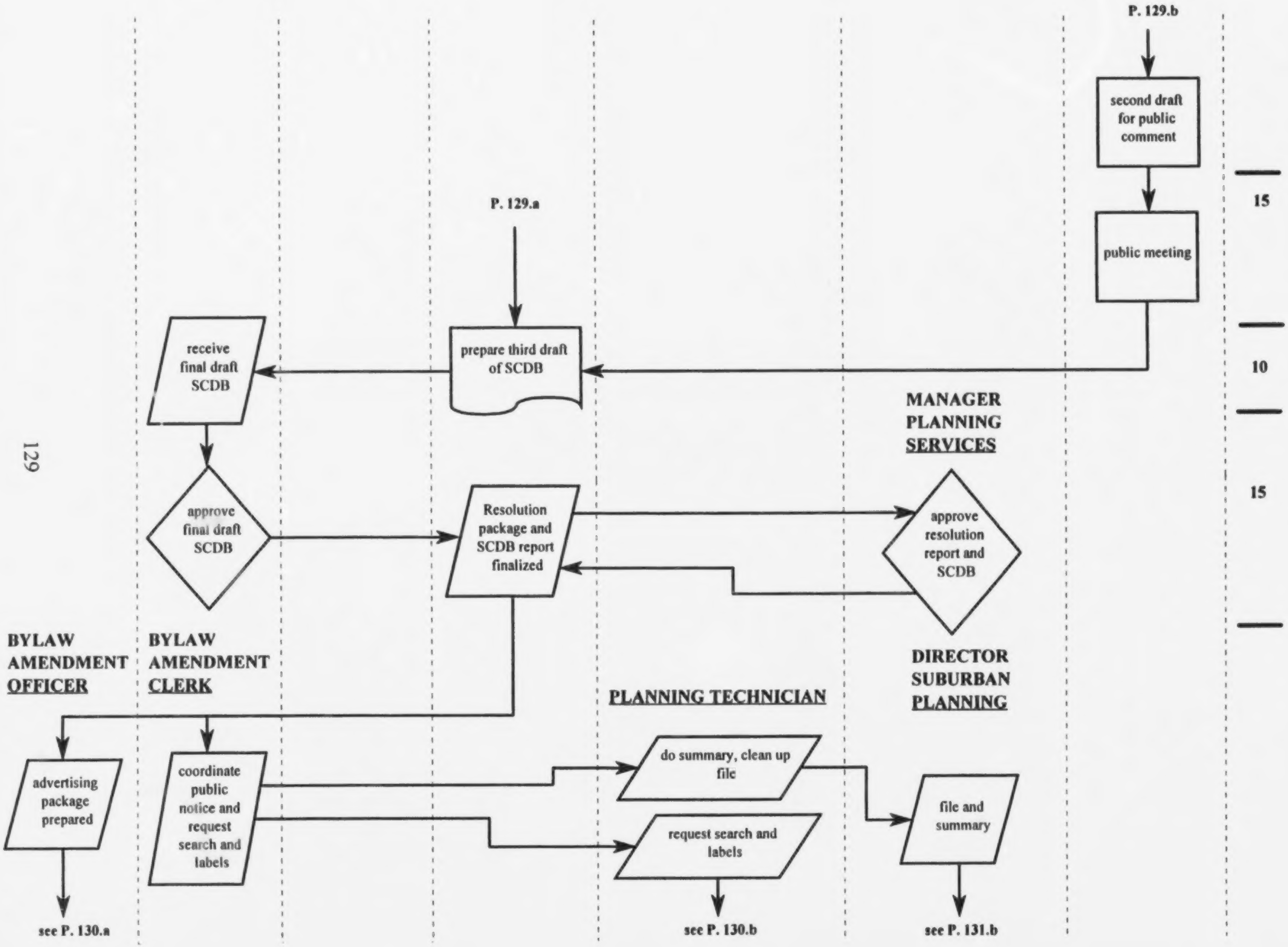
- the Public Notices are sent out to the land owners in the SCDB area, the surrounding property owners and the adjacent community leagues and /or Area Council
- a copy of the search and Resolution are sent to the Law Department
- the Resolution package is prepared for transmittal to the Office of the City Clerk approximately 21 working days prior to the non-Statutory Public Hearing Council date

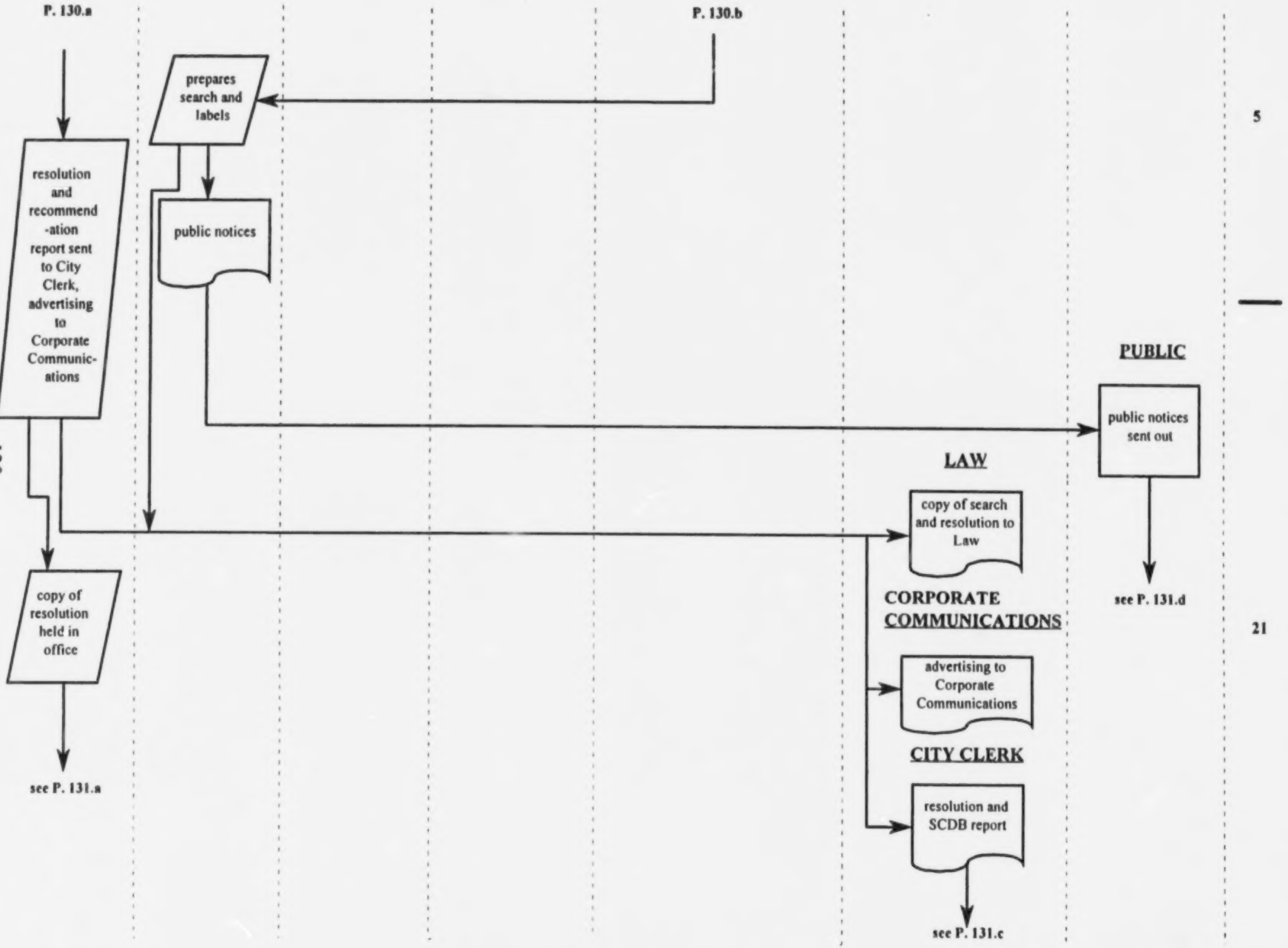
The flow chart indicates that this process would take approximately 201 working days (11-12 months) to complete. This estimate is based on the availability of staff resources not only in the Planning and Development Department, but also in the various utility departments and agencies involved in land servicing. This also assumes that there is no significant disagreement between land owners regarding the land use concept, costs or staging of development.

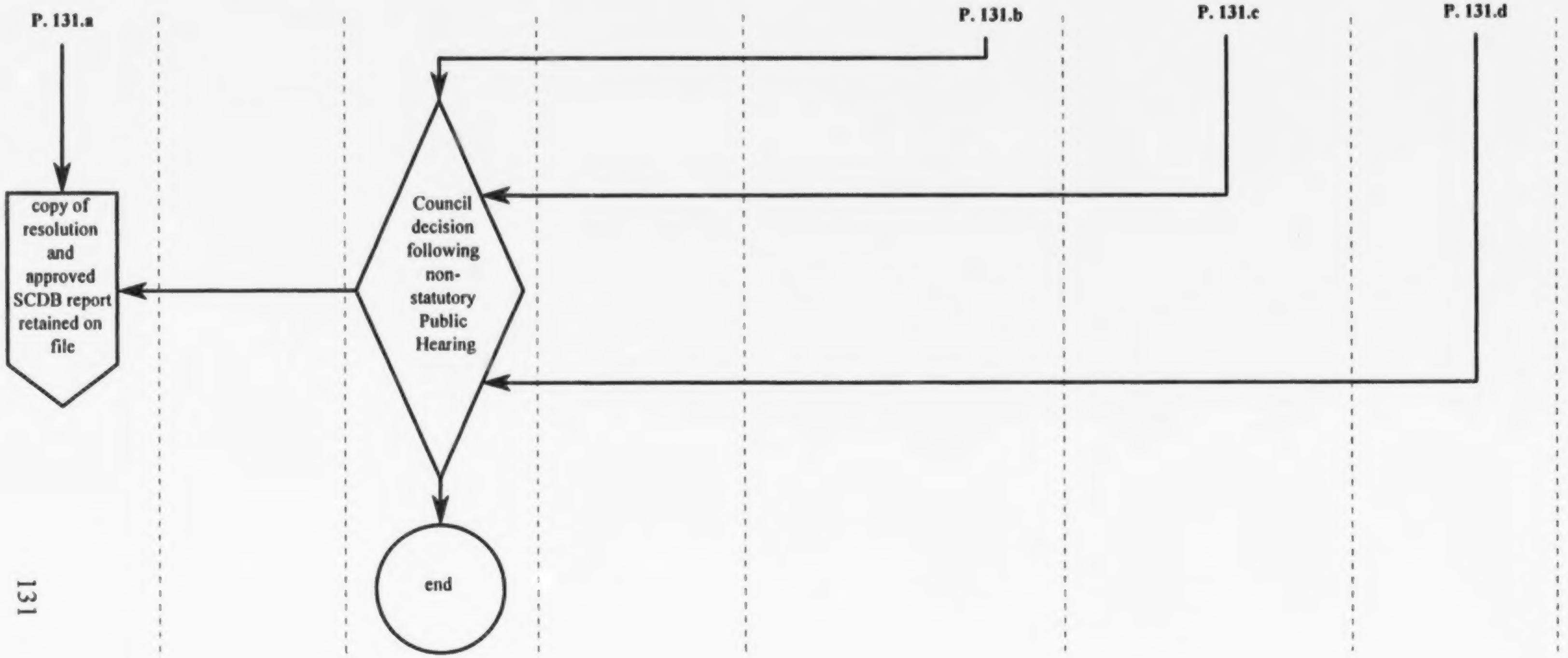
REVISED SCDB ADOPTION PROCESS


PLANNING AND DEVELOPMENT
CITY COUNCIL
P.O.
OTHER DEPARTMENTS
CONSULTANTS
PRIVATE LANDOWNERS
TIME
request for authorization to prepare SCDB
approve
15
initiate SCDB preparation process
meetings with surrounding property owners, owners, community leagues and area council
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
draft circulation letter and request for input
data collection
possible use of consultants for technical report preparation
80
analysis
see P. 128.a
see P. 128.b
see P. 128.c
see P. 128.d


P. 128.a
P. 128.b
P. 128.c
P. 128.d
preliminary land use concept
first draft SCDB
circulate for technical review
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
second draft of SCDB
second draft for landowner comments
see P. 129.b
TECHNICAL REVIEW COMMITTEE
review of second draft
see P. 129.a
15
15
10


P. 129.b
second draft for public comment
public meeting
15
10
15
P. 129.a
prepare third draft of SCDB
receive final draft SCDB
approve final draft SCDB
Resolution package and SCDB report finalized
MANAGER PLANNING SERVICES
approve resolution report and SCDB
DIRECTOR SUBURBAN PLANNING
BYLAW AMENDMENT OFFICER
BYLAW AMENDMENT CLERK
PLANNING TECHNICIAN
advertising package prepared
coordinate public notice and request search and labels
do summary, clean up file
request search and labels
file and summary
see P. 130.a
see P. 130.b
see P. 131.b


P. 130.a
resolution and recommend-ation report sent to City Clerk, advertising to Corporate Communic-ations
copy of resolution held in office
see P. 131.a
P. 130.b
prepares search and labels
public notices
PUBLIC
public notices sent out
see P. 131.d
LAW
copy of search and resolution to Law
CORPORATE COMMUNICATIONS
advertising to Corporate Communications
CITY CLERK
resolution and SCDB report
see P. 131.c
5
21


P. 131.a
P. 131.b
P. 131.c
P. 131.d
copy of resolution and approved SCDB report retained on file
Council decision following non-statutory Public Hearing
end

THE REVISED AREA STRUCTURE PLAN ADOPTION PROCESS

The Area Structure Plan (ASP) is a Statutory land use plan adopted by City Council by Bylaw. The ASP generally contains at least 200 hectares and provides the basis for the development of several neighbourhoods. The technical requirements for the ASP's include the location of residential, commercial, recreation and institutional land uses and the utility infrastructure required to support the population. The ASP also provides population forecasts and a development staging plan.

This flow chart assumes that the submission is complete when accepted by the Planning and Development Department and that the Area Master Plan, the Hydraulic Network Analysis, and the Transportation Impact Assessment is submitted and reviewed concurrently with the ASP circulation.

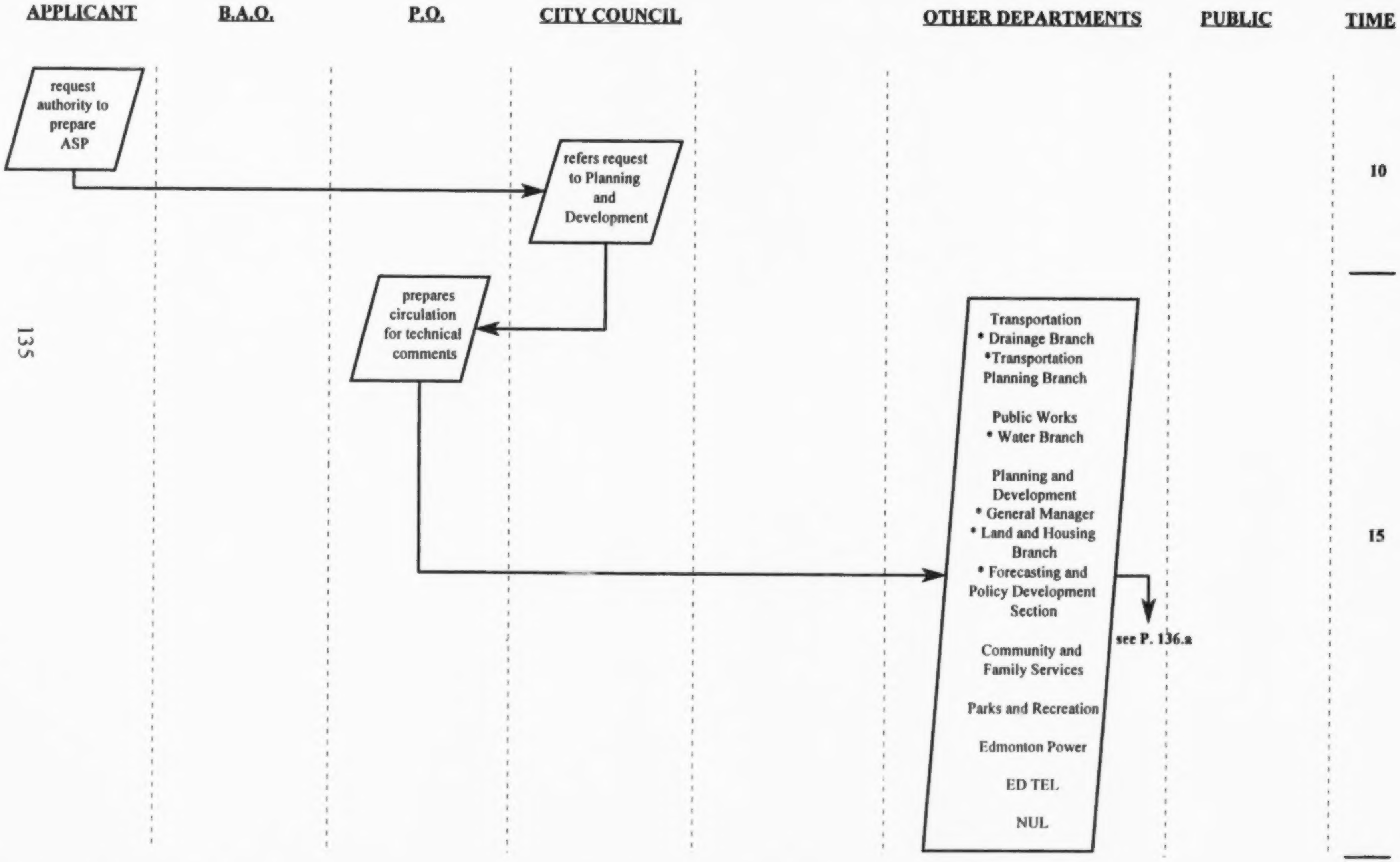
As a result of the Efficiency Sub-committee, the Planning and Development Department has amended the ASP adoption process by reducing the overall processing time frame by four working days. This improvement was achieved through a reduction in administrative timelines in forwarding completed bylaw packages to the Office of the City Clerk.

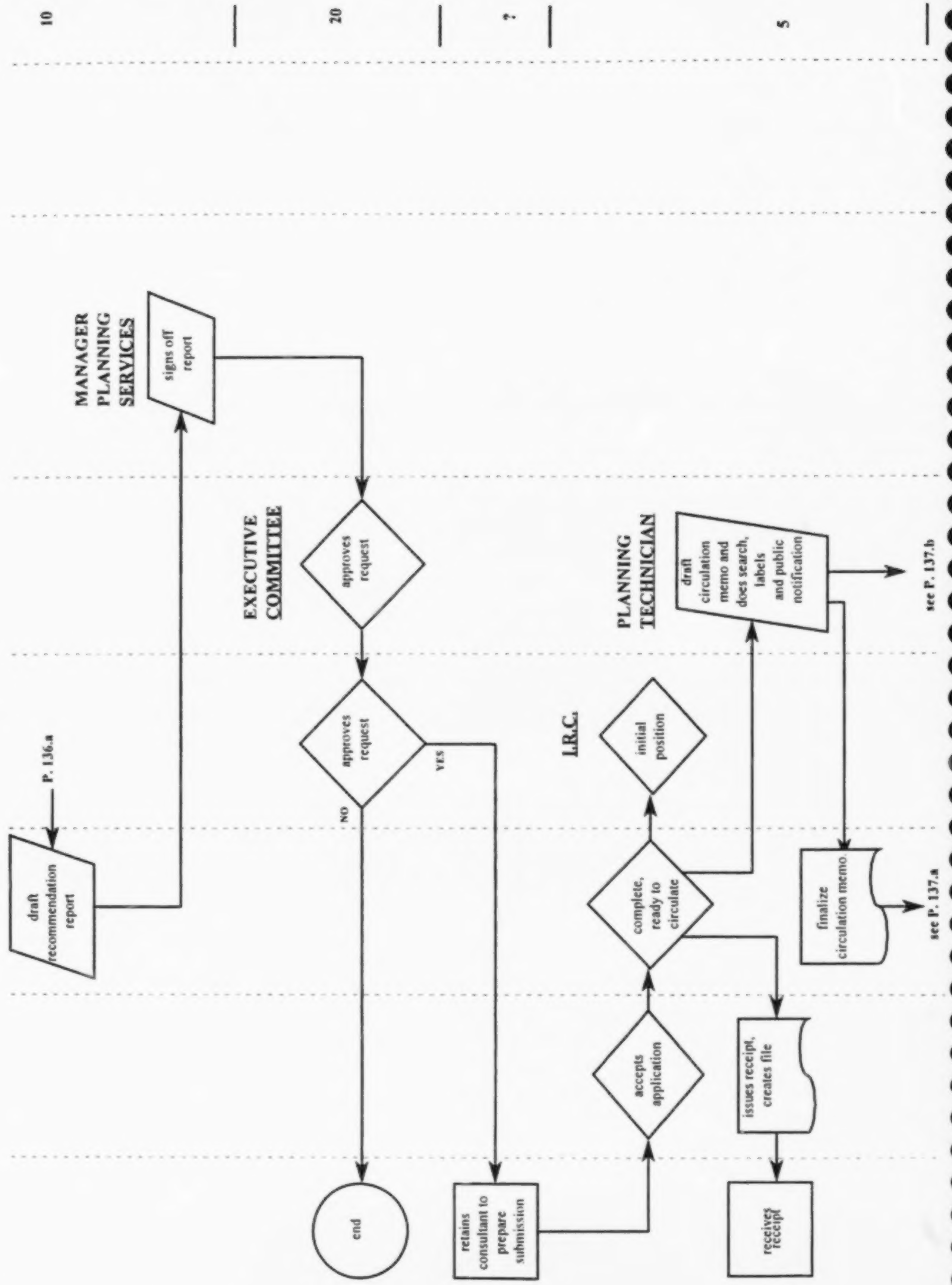
- the applicant submits a request for authorisation to prepare an Area Structure Plan which is sent to City Council. Council refers the request to the Planning and Development Department for a recommendation
- the referral is received in the Department and a circulation is prepared seeking comments regarding the technical merits of the proposed ASP
- the PO receives the comments and prepares a recommendation report and it is advanced to Executive Committee and then to Council for consideration
- Council can either support the request for authorisation to prepare an ASP or can refuse the request
- if Council supports the request, the applicant fulfills the submission requirements for the ASP process and submits the formal application
- the application is accepted by the BAO and reviewed for completeness from an administrative perspective
- the application is forwarded to the PO responsible for the area and the application is reviewed for completeness from a technical perspective
- the application is taken to the IRC, the Branch determines it's initial position at that time
- at the same time the file is created, the receipt is issued and the application processing begins
- the PO gives a copy of the application to the PT to prepare a draft circulation memo, to do the adjacent owner's search, and to draft the Advance Notice
- the PO finalises the circulation memo and forwards it on for signature and circulation, and finalises the Advance Notice
- the application is circulated to a maximum of 39 departments or utility agencies with a 15 day response period

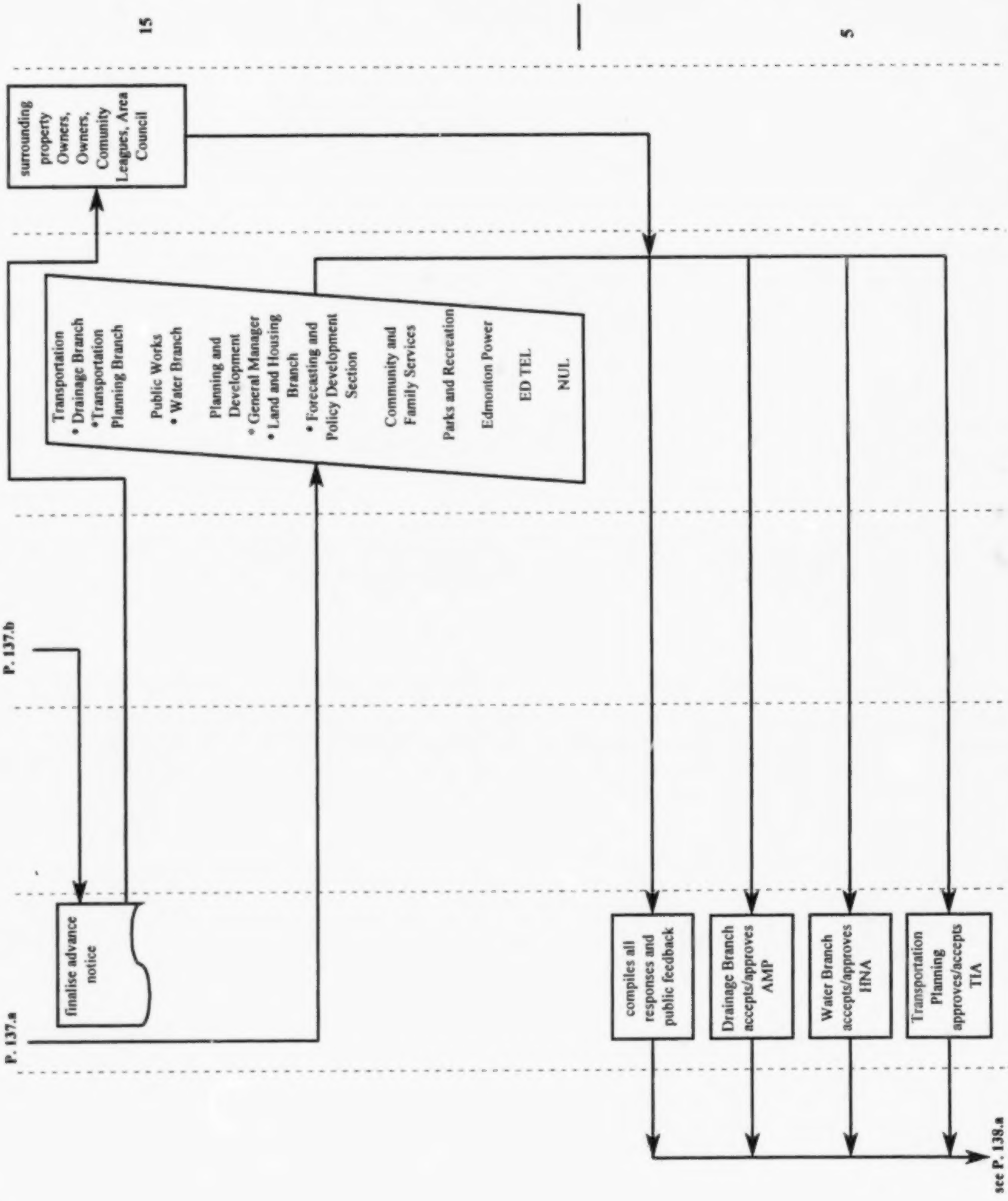
- the applicant also directly submits an Area Master Plan Report to the Drainage Branch, a Hydraulic Network Analysis to the Water Branch, and a Transportation Impact Assessment to the Transportation Planning Branch in support of the ASP application
- the PO receives all of the circulation responses and compiles them for transmittal to the applicant
- the applicant receives the circulation comments and the feedback on the technical support reports and amends the ASP as required
- the revised report(s) are resubmitted to the PDD and if acceptable, re-circulated to the line departments and agencies with an invitation to attend a TRC meeting to finalise the Administration's position regarding the application
- if the revised application generally complies with the requested changes, the PO will arrange a public meeting with notices sent out to the same property owners, Community League(s), and any Area Council that received the Advance Notice
- the TRC meeting and the public meeting are held and the final inputs are received
- the PO reviews the file and all responses and drafts a recommendation report
- a draft Bylaw package is assembled by the BAO
- the PO in consultation with the Senior Planner and the Section Director finalises the Bylaw package including the recommendation report
- the Branch Manager signs off on the Bylaw and the recommendation report
- the BAO prepares the advertising and the Bylaw package is sent to the City Clerks office for inclusion on the Council agenda
- the PT takes the file after the Bylaw package has been finalised and after it has gone to the City Clerks office and does a summary of the application for the Director's use
- the BAC requests a search and labels and prepares the Public Notices
- a copy of the search and annotation go to the Law Department
- the Bylaw package is prepared for transmittal to the City Clerks office approximately 21 working days prior to the actual Public Meeting Council date
- after approval a copy of the Bylaw is provided to the applicant and a copy is put into the PDD file
- any amendment to an ASP must be undertaken in accordance with the process shown on the Plan Amendment flow chart

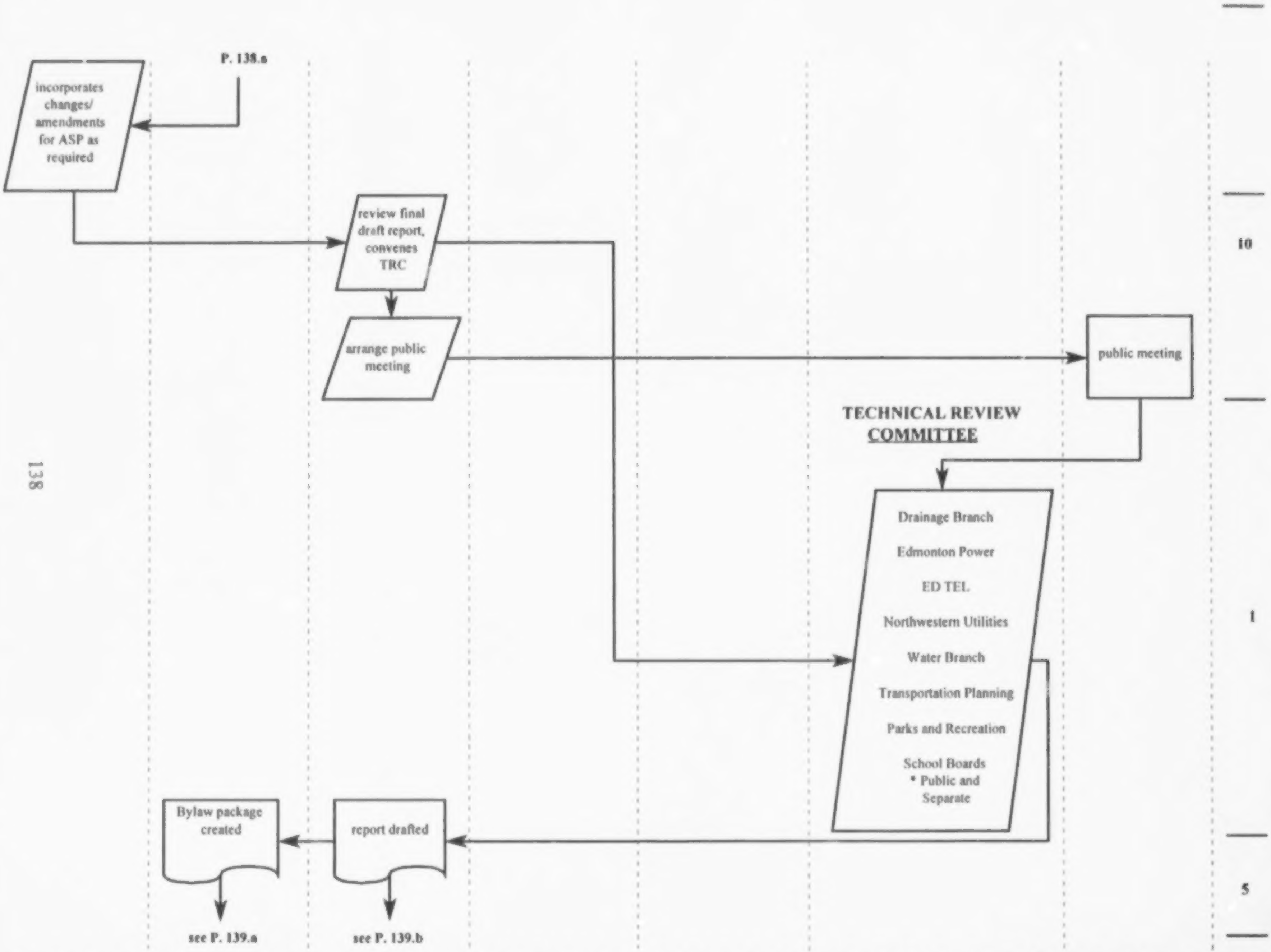
The flow chart indicates an elapsed time of 127 days for this process. This does not include the time required to prepare the ASP once Council has approved the authorisation request. This amount of time would be required for a complete application that posed no substantial changes to approved servicing schemes, no significant land use changes and did not generate community opposition. Resolving servicing concerns or any extension to the public involvement process would extend these times. Similarly, these timelines require that the applicant provide timely responses and revisions to the Administration.

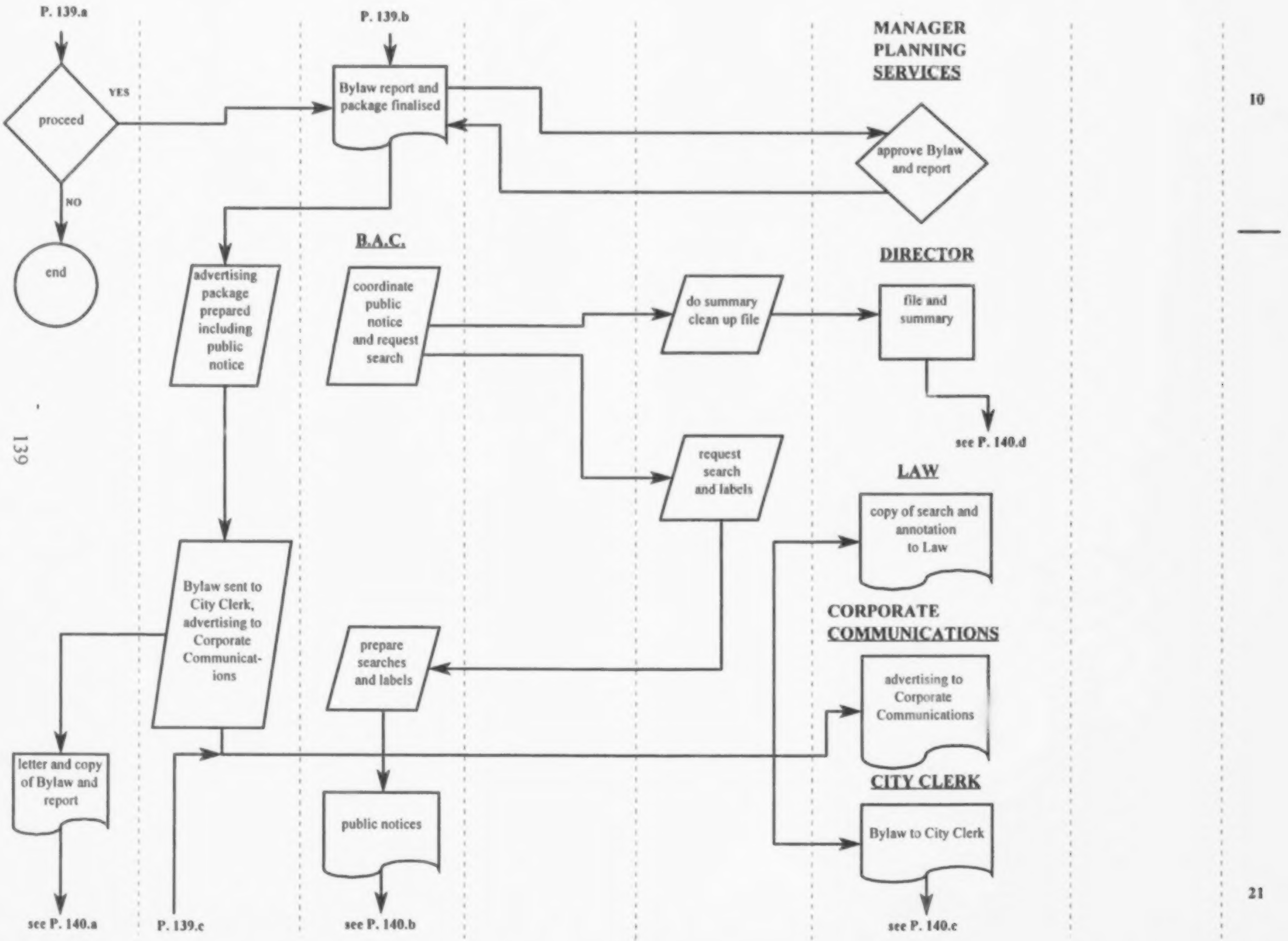
REVISED ASP ADOPTION PROCESS

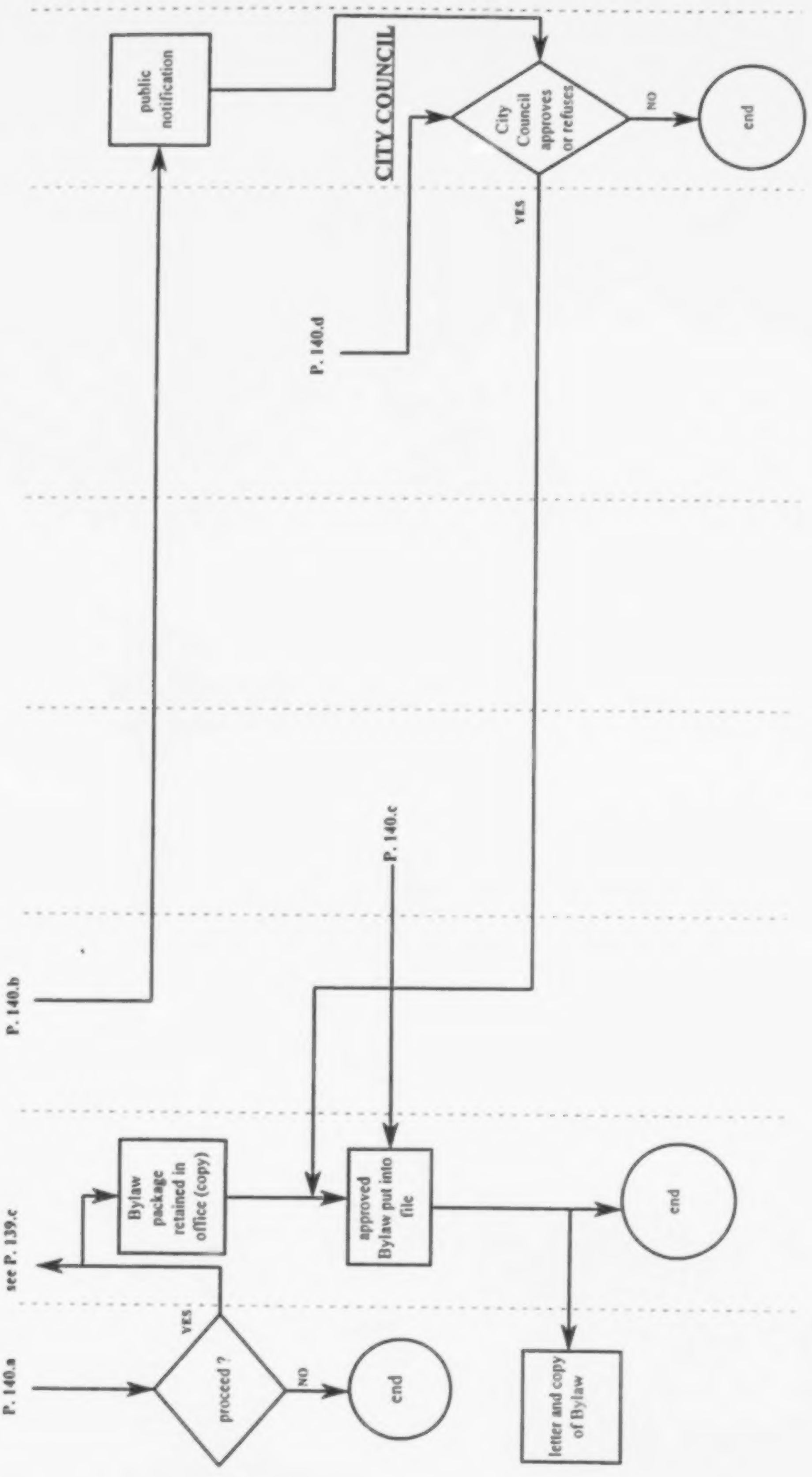

APPLICANT
B.A.O.
P.O.
CITY COUNCIL
OTHER DEPARTMENTS
PUBLIC
TIME
request authority to prepare ASP
refers request to Planning and Development
prepares circulation for technical comments
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
see P. 136.a
10
15


P. 136.a
draft recommendation report
MANAGER PLANNING SERVICES
signs off report
EXECUTIVE COMMITTEE
approves request
approves request
NO
YES
end
retains consultant to prepare submission
I.R.C.
accepts application
complete, ready to circulate
initial position
PLANNING TECHNICIAN
draft circulation memo and does search, labels and public notification
see P. 137.b
issues receipt, creates file
receives receipt
finalize circulation memo.
see P. 137.a
10
20
?
5


P. 137.a
P. 137.b
finalise advance notice
surrounding property Owners, Owners, Comunity Leagues, Area Council
15
5
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
compiles all responses and public feedback
Drainage Branch accepts/approves AMP
Water Branch accepts/approves HNA
Transportation Planning approves/accepts TIA
see P. 138.a


P. 138.a
incorporates changes/ amendments for ASP as required
review final draft report, convenes TRC
arrange public meeting
public meeting
TECHNICAL REVIEW COMMITTEE
Drainage Branch
Edmonton Power
ED TEL
Northwestern Utilities
Water Branch
Transportation Planning
Parks and Recreation
School Boards
* Public and Separate
report drafted
Bylaw package created
see P. 139.a
see P. 139.b
10
1
5


P. 139.a
proceed
YES
NO
end
P. 139.b
Bylaw report and package finalised
MANAGER PLANNING SERVICES
approve Bylaw and report
advertising package prepared including public notice
B.A.C.
coordinate public notice and request search
do summary clean up file
DIRECTOR
file and summary
see P. 140.d
request search and labels
LAW
copy of search and annotation to Law
Bylaw sent to City Clerk, advertising to Corporate Communicat-ions
prepare searches and labels
CORPORATE COMMUNICATIONS
advertising to Corporate Communications
CITY CLERK
Bylaw to City Clerk
letter and copy of Bylaw and report
public notices
see P. 140.a
P. 139.c
see P. 140.b
see P. 140.c
10
21


P. 140.a
proceed ?
YES
NO
end
see P. 139.c
Bylaw package retained in office (copy)
approved Bylaw put into file
end
letter and copy of Bylaw
P. 140.b
P. 140.c
P. 140.d
CITY COUNCIL
public notification
City Council approves or refuses
YES
NO
end

THE REVISED NASP / NSP ADOPTION PROCESS

The Neighbourhood Area Structure Plan (NASP) and Neighbourhood Structure Plan (NSP) are land use plans adopted by Bylaw and provide the policy and technical basis for the development of residential neighbourhoods. The NSP must conform with the Area Structure Plan adopted for the area. The NASP is a hybrid Statutory Plan; required for those residential areas which represent free-standing neighbourhoods without an ASP, and neighbourhood identified in an SCDB (an NASP may also be adopted when the lands lie within an Outline Plan).

Both of these Statutory Plans are adopted by Bylaw, with the NSP adopted as an amendment to the ASP and the NASP being a separate Bylaw. These Statutory Plans will provide the detailed framework for the land uses in the neighbourhood and the servicing and utility infrastructure.

This flow chart assumes that the submission is complete when accepted by the Planning and Development Department and that the Area Master Plan / Neighbourhood Design Report, the Hydraulic Network Analysis, and the Transportation Impact Assessment is submitted and reviewed concurrently with the NASP/NSP circulation.

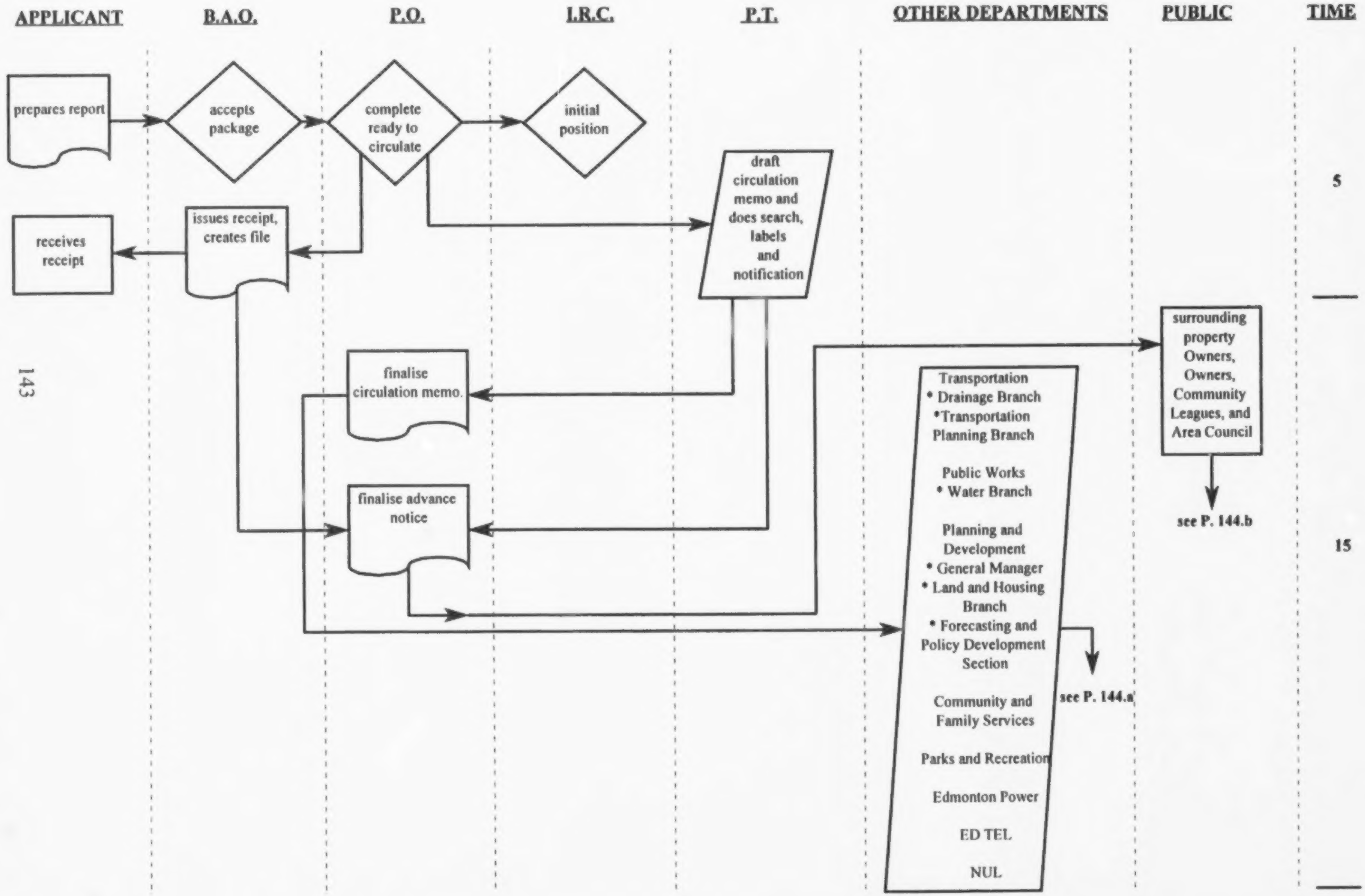
As a result of the Efficiency Sub-committee, the Planning and Development Department has amended the NASP/NSP adoption process by reducing the overall processing time frame by four working days. This improvement was achieved through a reduction in administrative timelines in forwarding completed bylaw packages to the Office of the City Clerk.

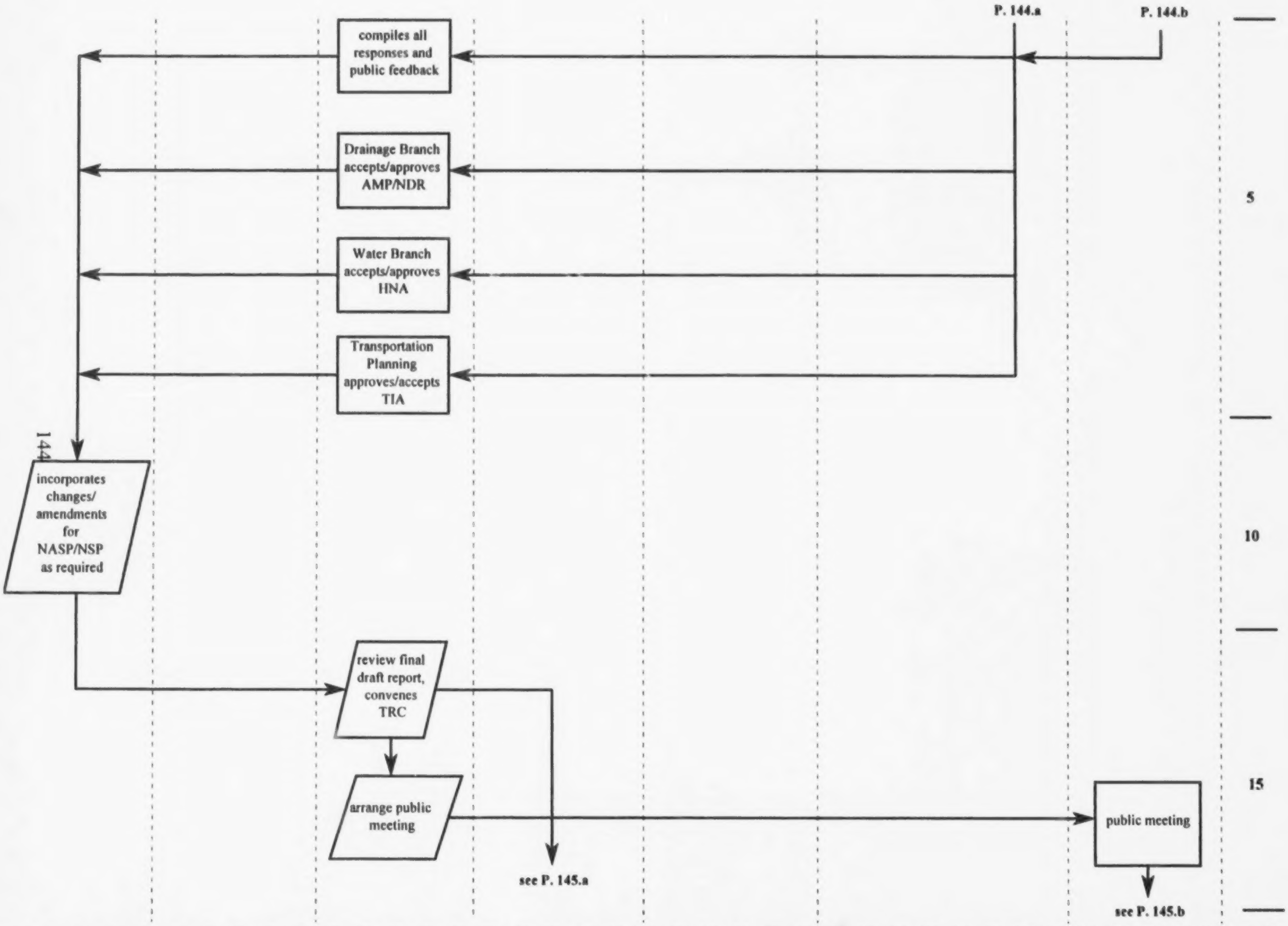
- the application is submitted to the BAO and is checked for completeness from an administrative perspective (titles, application form, fees, etc.)
- the application is then passed on to the PO to determine if the application is complete from a technical perspective
- the application is taken to the IRC and the Branch determines it's initial position at that time
- at the same time the file is created, the receipt is issued and the application processing begins
- the PO gives a copy of the application to the PT to prepare a draft circulation memo, to do the adjacent owner's search, and to draft the Advance Notice
- the PO finalises the circulation memo and forwards it on for signature and circulation, and finalises the Advance Notice
- the application is circulated to a maximum of 39 departments or utility agencies with a 15 working day response period
- the applicant also directly submits an Area Master Plan and/or Neighbourhood Designs Report to the Drainage Branch, a Hydraulic Network Analysis to the Water Branch, and a Transportation Impact Assessment to the Transportation Planning Branch in support of the NASP/NSP application

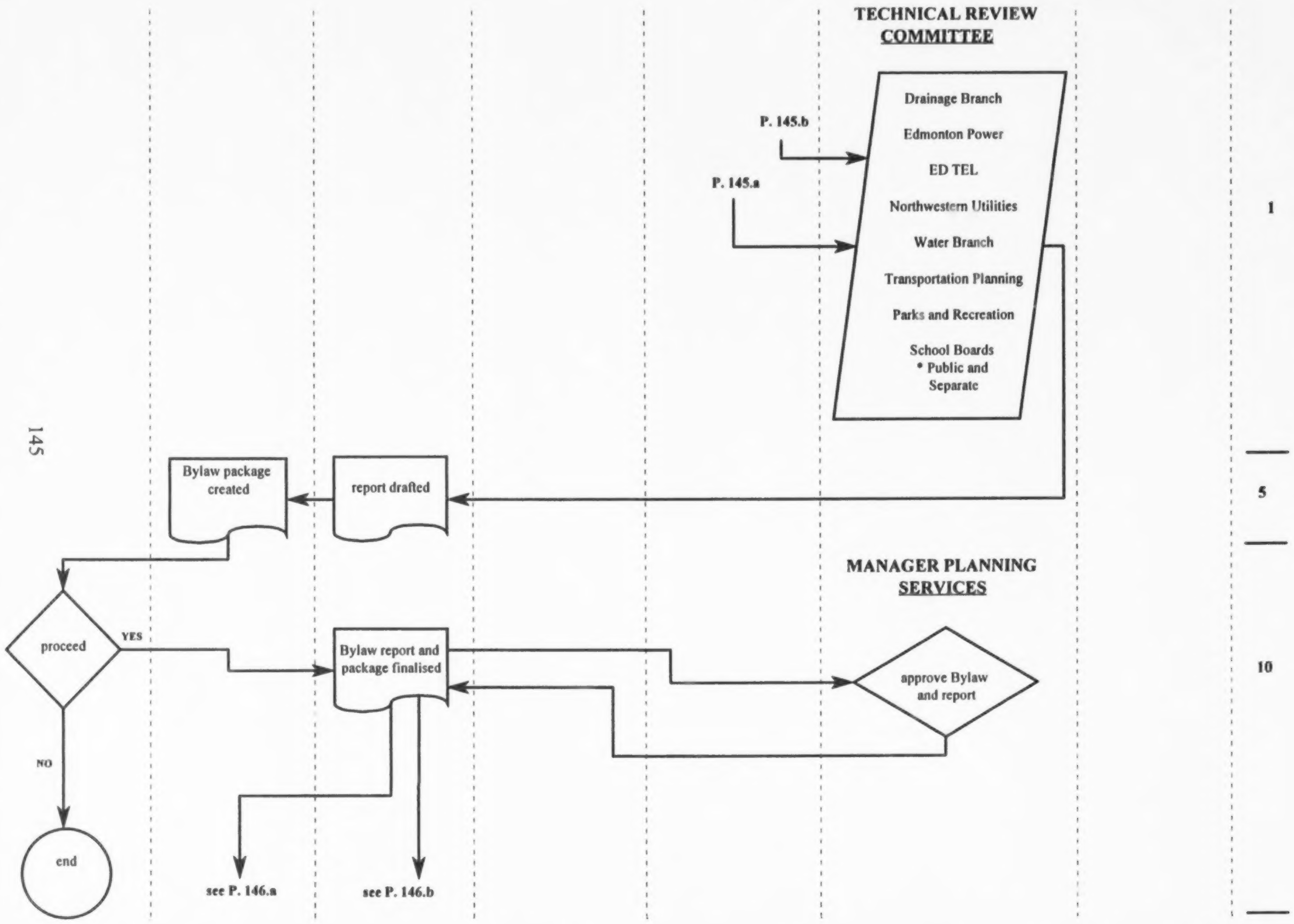
- the PO receives all of the circulation responses and compiles them for transmittal to the applicant
- the applicant receives the circulation comments and the feedback on the technical support reports and amends the NASP/NSP as required
- the revised report(s) are resubmitted to the PDD and if acceptable, re-circulated to the line departments and agencies with an invitation to attend a TRC meeting to finalise the Administration's position regarding the application
- if the revised application generally complies with the requested changes, the PO will arrange a public meeting with notices sent out to the same property owners that received the Advance Notice
- the public meeting is held and the response from the landowners is incorporated in the report as appropriate
- the TRC meeting is held and the final inputs are received
- the PO reviews the file and all responses and drafts a recommendation report
- a draft Bylaw package is assembled by the BAO
- the PO in consultation with the Senior Planner and the Section Director finalises the Bylaw package including the recommendation report
- the Branch Manager signs off on the Bylaw and the recommendation report
- the BAO prepares the advertising and the Bylaw package is sent to the Office of the City Clerk for inclusion on the Council agenda
- the PT takes the file after the Bylaw package has been finalised and after it has gone to the Office of the City Clerk and does a summary of the application for the Director's use
- the BAC requests a search and labels and prepares the Public Notices
- a copy of the search and annotation go to the Law Department
- the Bylaw package is prepared for transmittal to the Office of the City Clerk approximately 21 working days prior to the actual Public Hearing Council date
- a copy of the approved Bylaw is provided to the applicant and a copy is put into the PDD file

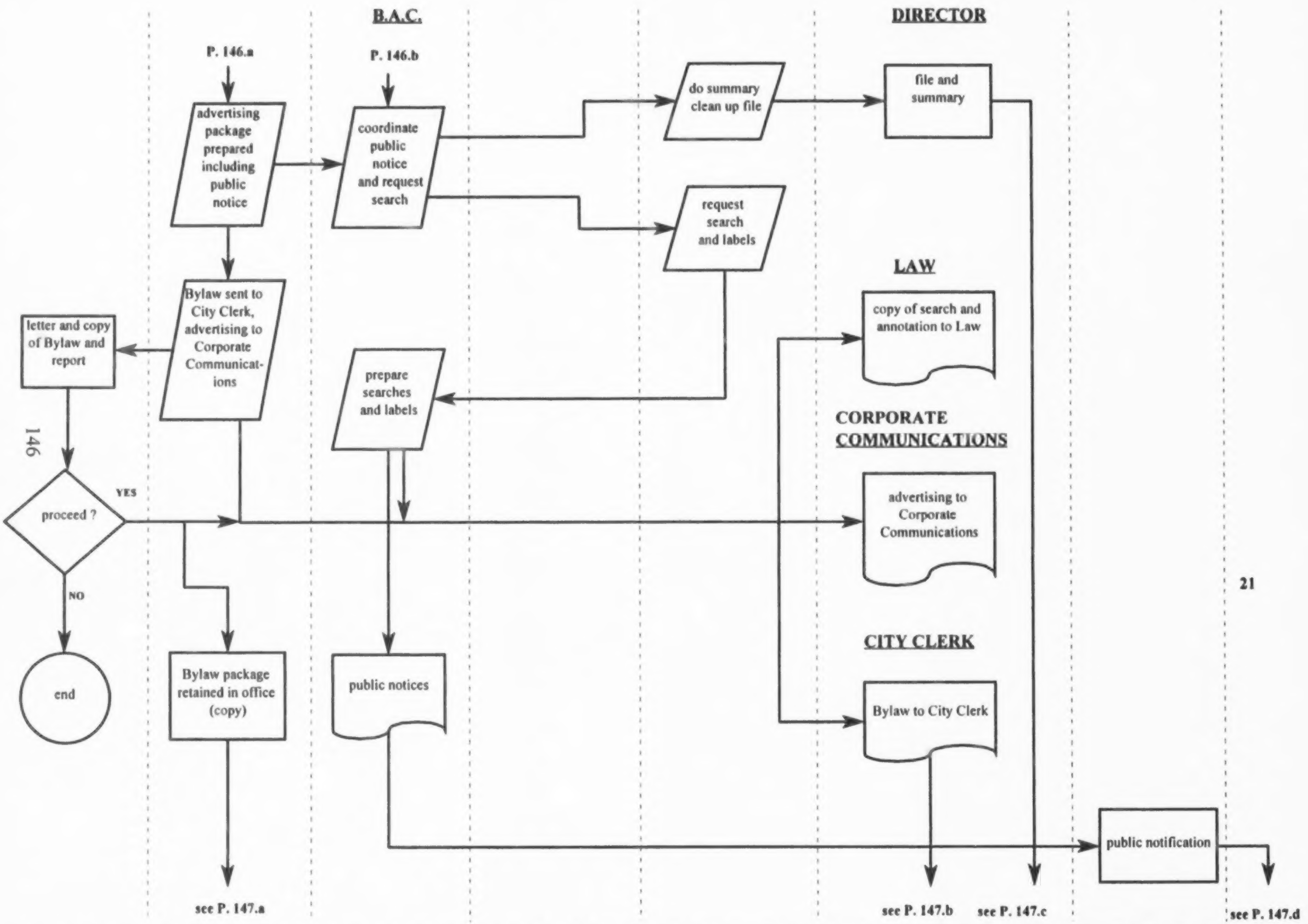
The optimum time to complete this process is 87 working days. This does includes a 10 working day period for the consultant to incorporate any of the changes identified during the circulation or the public response to the application.

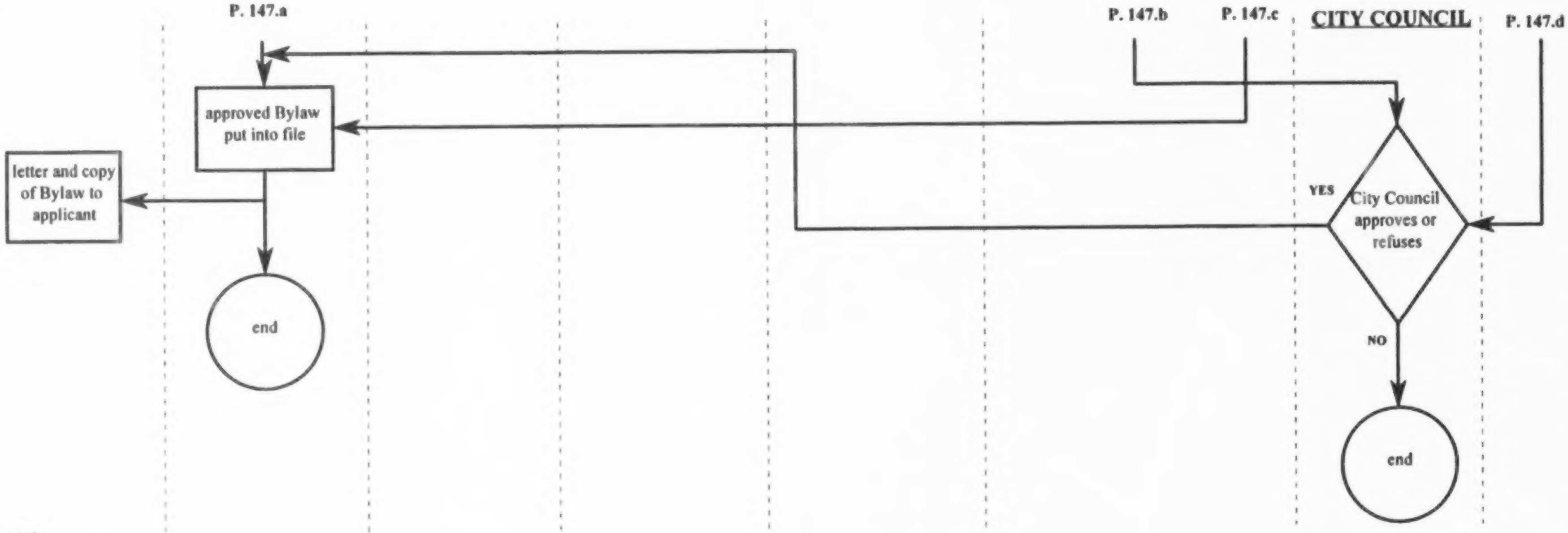
REVISED NASP/NSP ADOPTION PROCESS


APPLICANT
B.A.O.
P.O.
I.R.C.
P.T.
OTHER DEPARTMENTS
PUBLIC
TIME
prepares report
accepts package
complete ready to circulate
initial position
draft circulation memo and does search, labels and notification
5
issues receipt, creates file
receives receipt
surrounding property Owners, Owners, Community Leagues, and Area Council
finalise circulation memo.
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
finalise advance notice
see P. 144.b
15
see P. 144.a


P. 144.a
P. 144.b
5
10
15
compiles all responses and public feedback
Drainage Branch accepts/approves AMP/NDR
Water Branch accepts/approves HNA
Transportation Planning approves/accepts TIA
incorporates changes/ amendments for NASP/NSP as required
review final draft report, convenes TRC
arrange public meeting
public meeting
see P. 145.a
see P. 145.b


TECHNICAL REVIEW
COMMITTEE
Drainage Branch
Edmonton Power
ED TEL
Northwestern Utilities
Water Branch
Transportation Planning
Parks and Recreation
School Boards
* Public and
Separate
P. 145.b
P. 145.a
report drafted
Bylaw package created
proceed
YES
NO
end
Bylaw report and package finalised
see P. 146.a
see P. 146.b
MANAGER PLANNING
SERVICES
approve Bylaw and report
1
5
10


B.A.C.
DIRECTOR
P. 146.a
P. 146.b
advertising package prepared including public notice
coordinate public notice and request search
do summary clean up file
file and summary
request search and labels
LAW
copy of search and annotation to Law
Bylaw sent to City Clerk, advertising to Corporate Communicat-ions
letter and copy of Bylaw and report
prepare searches and labels
CORPORATE COMMUNICATIONS
proceed ?
YES
advertising to Corporate Communications
NO
end
Bylaw package retained in office (copy)
public notices
CITY CLERK
Bylaw to City Clerk
public notification
see P. 147.a
see P. 147.b
see P. 147.c
see P. 147.d


P. 147.a
P. 147.b
P. 147.c
CITY COUNCIL
P. 147.d
approved Bylaw put into file
letter and copy of Bylaw to applicant
end
YES
City Council approves or refuses
NO
end

THE REVISED ASP, NSP, AND NASP AMENDMENT PROCESS

The amendment of existing Statutory Plan documents (ASP, NASP, or NSP) is described in this documentation and shown on the attached flow chart. The ASP, NASP, and NSP are adopted by Bylaw and must be amended by Bylaw. The process and timelines involved in amending an ASP, an NASP, or an NSP does not differ significantly and the flow chart and documentation depicts the generic process steps for all three types of Plans.

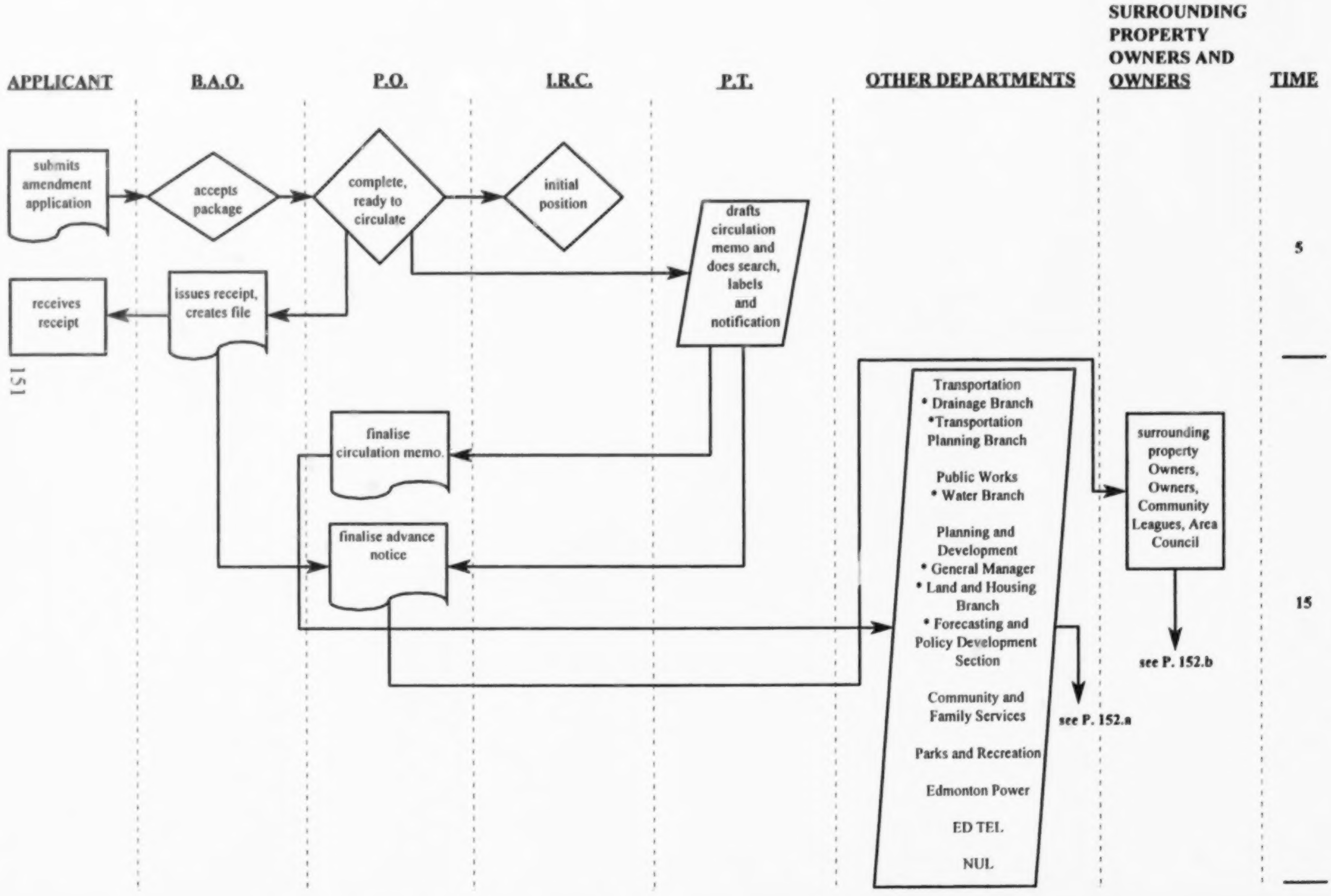
As a result of the Efficiency Sub-committee, the Planning and Development Department has amended the Plan Amendment process by reducing the overall processing time frame by four working days. This improvement was achieved through a reduction in administrative timelines in forwarding completed bylaw packages to the Office of the City Clerk.

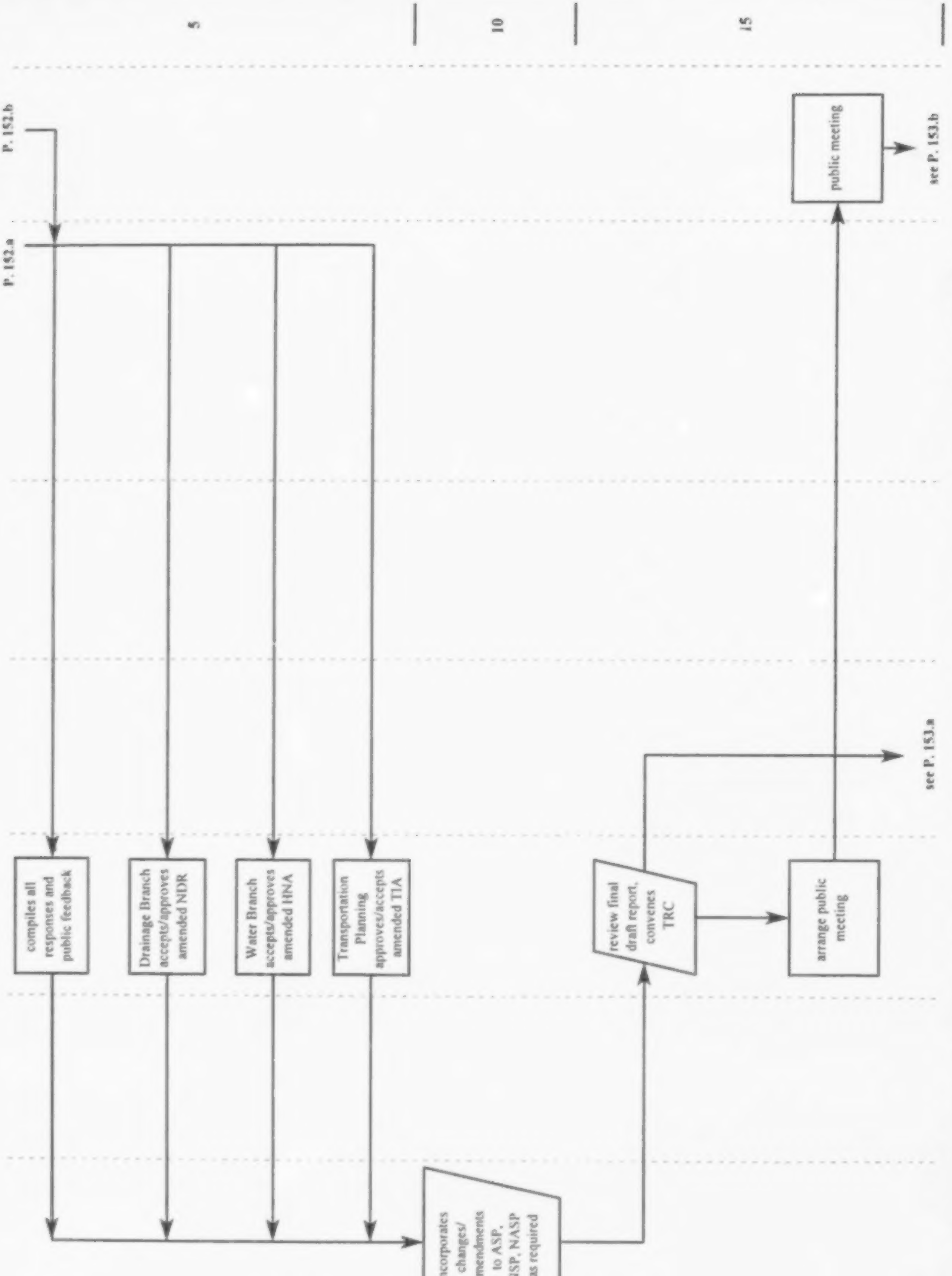
- the application is submitted to the BAO and is checked for completeness from an administrative perspective (titles, application form, fees, etc.)
- the application is then passed on to the PO to determine if the application is complete from a technical perspective
- the application is taken to the IRC; the Branch determines it's initial position at that time
- at the same time the file is created, the receipt is issued and the application processing begins
- the PO gives a copy of the application to the PT to prepare a draft circulation memo, to do the adjacent owner's search, and to draft the Advance Notice
- the PO finalises the circulation memo and forwards it on for signature and circulation, and finalises the Advance Notice
- the application is circulated to a maximum of 39 Departments or utility agencies with a 15 working day response period
- the applicant also directly submits an amendment to the Area Master Plan and/or Neighbourhood Designs Report to the Drainage Branch, an amended Hydraulic Network Analysis to the Water Branch, and an amended Transportation Impact Assessment to the Transportation Planning Branch in support of the amendment application
- the PO receives all of the circulation responses and compiles them for transmittal to the applicant
- the applicant receives the circulation comments and the feedback on the technical support reports and modifies the amendment as required
- if the revised application generally complies with the requested changes, the PO will arrange a public meeting with notices sent out to the same property owners that received the Advance Notice
- the public meeting is held and the response from the landowners is incorporated in the report as appropriate

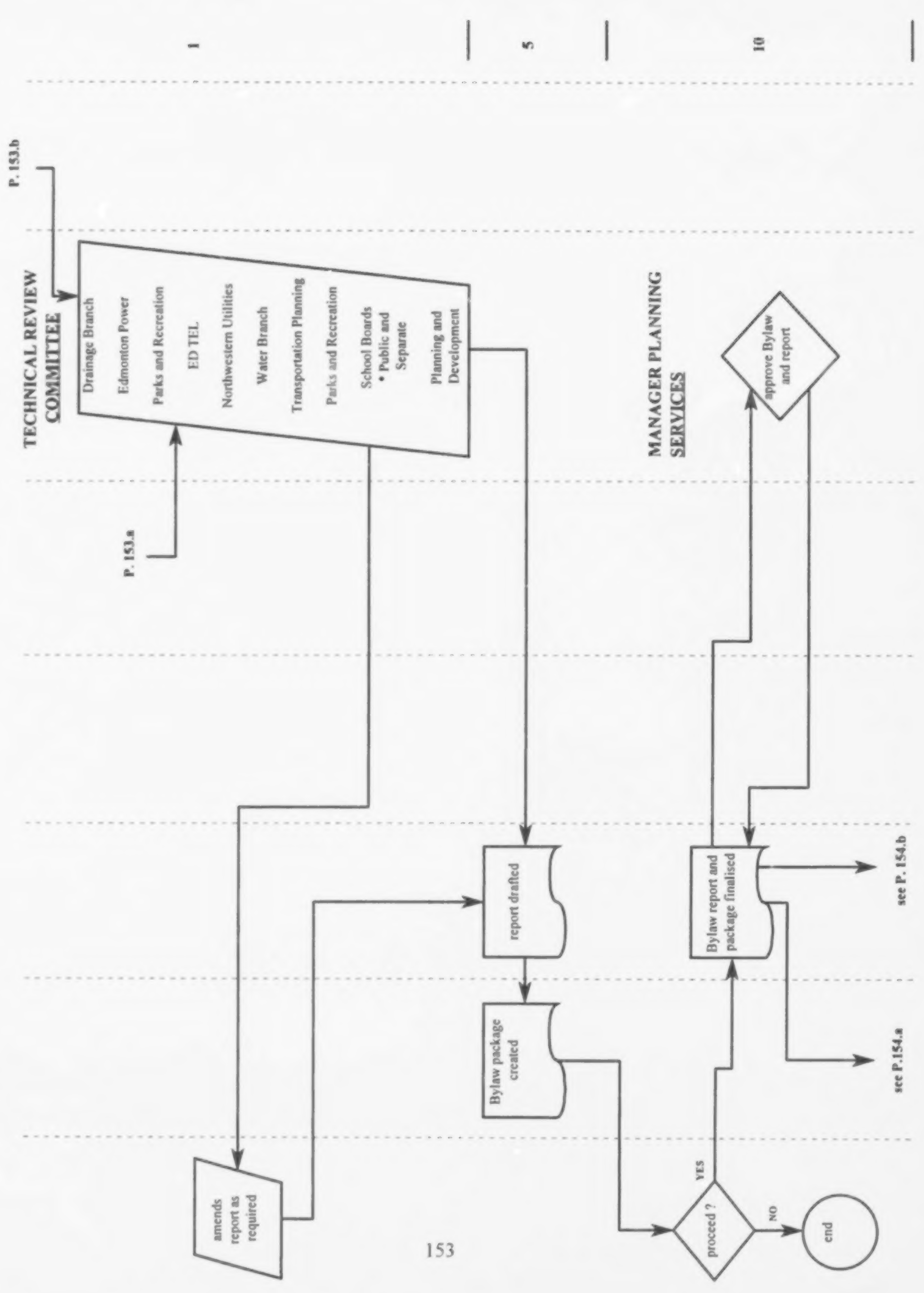
- the revised report(s) are resubmitted to the PDD and if acceptable, re-circulated to the line departments and agencies with an invitation to attend a TRC meeting to finalise the Administration's position regarding the application
- the TRC meeting is held (if there are any problems to be resolved), the final inputs are received and the consultant amends the submission as required
- the PO reviews the file and all responses and drafts a recommendation report
- a draft Bylaw package is assembled by the BAO
- the PO in consultation with the Senior Planner and the Section Director finalises the Bylaw package including the recommendation report
- the Branch Manager signs off on the Bylaw and the recommendation report
- the BAO prepares the advertising and the Bylaw package is sent to the Office of the City Clerk for inclusion on the Council agenda
- the PT takes the file after the Bylaw package has been finalised and after it has gone to the Office of the City Clerk and does a summary of the application for the Director's use
- the BAC requests a search and labels and prepares the Public Notices
- a copy of the search and annotation go to the Law Department
- the Bylaw package is prepared for transmittal to the Office of the City Clerk approximately 21 working days prior to the actual Public Meeting Council date
- after approval a copy of the Bylaw is provided to the applicant and a copy is put into the PDD file

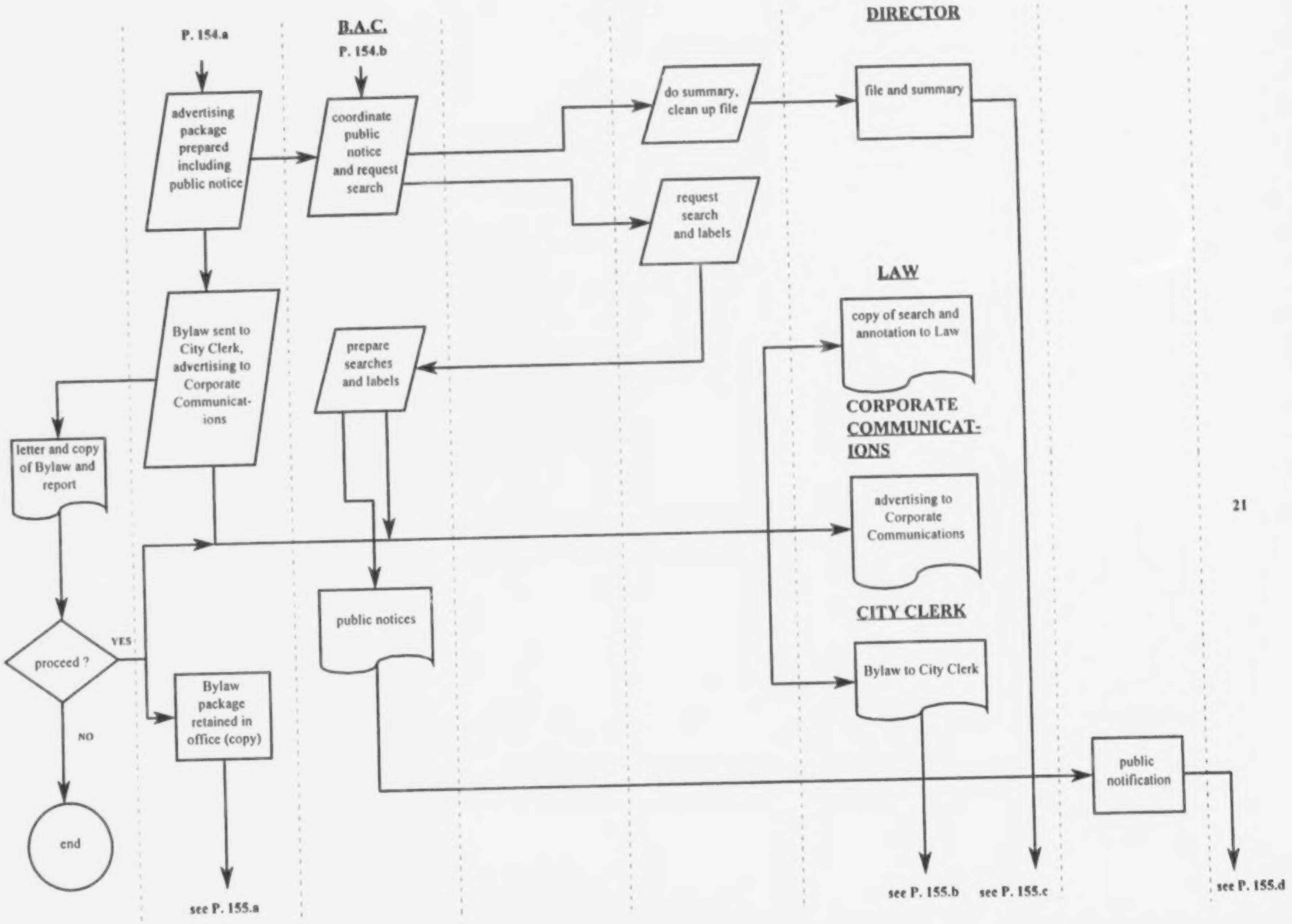
The documentation and this flow chart depict a process that takes 87 working days to complete. These time lines can be achieved, but any difficulties or delays in the review and acceptance of the technical amendment documents, and/or substantial public opposition will extend these time lines. The overall time required to initiate an amendment is not reflected in this process since there is no accounting for the time required by the applicant to draft the original submission.

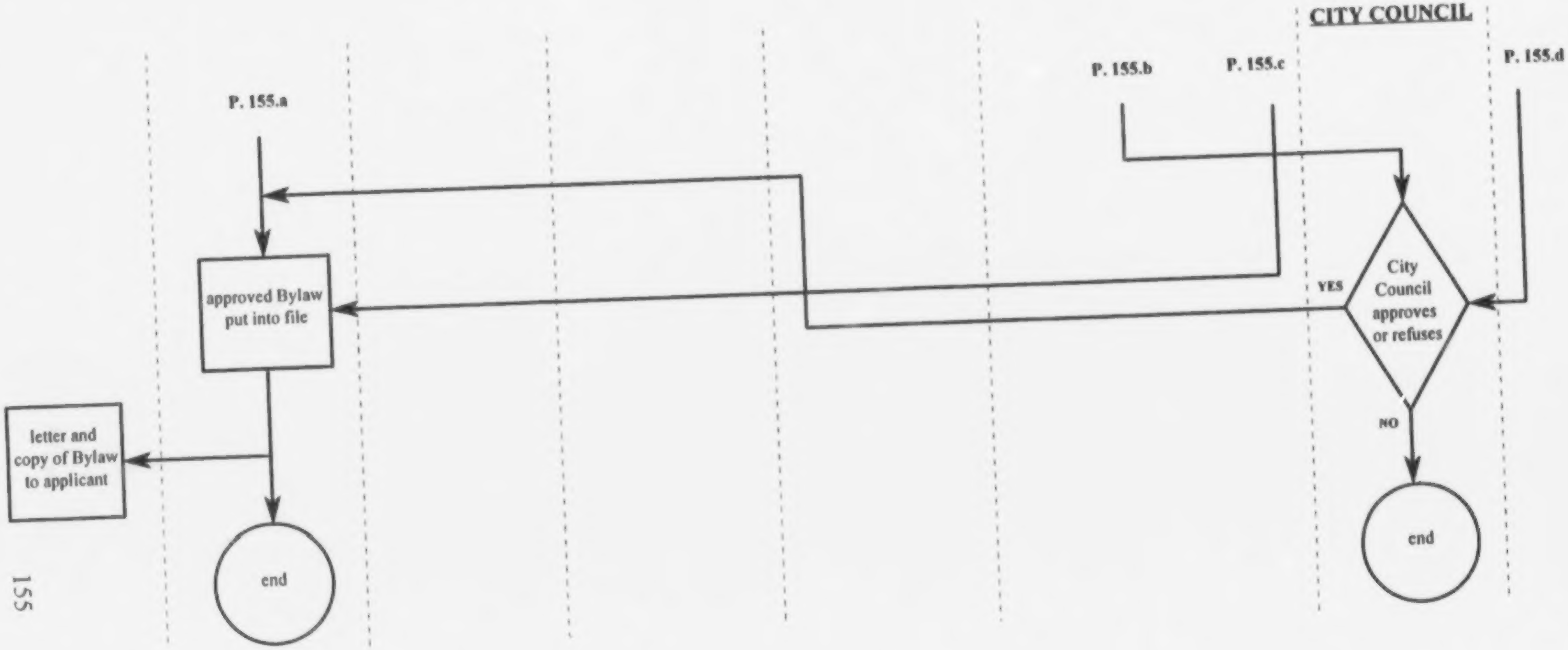
REVISED ASP, NSP, NASP AMENDMENT PROCESS


APPLICANT
B.A.O.
P.O.
I.R.C.
P.T.
OTHER DEPARTMENTS
SURROUNDING PROPERTY OWNERS AND OWNERS
TIME
submits amendment application
accepts package
complete, ready to circulate
initial position
drafts circulation memo and does search, labels and notification
receives receipt
issues receipt, creates file
finalise circulation memo.
finalise advance notice
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
surrounding property Owners, Owners, Community Leagues, Area Council
see P. 152.a
see P. 152.b
5
15


5
10
15
P. 152.b
P. 152.a
compiles all responses and public feedback
Drainage Branch accepts/approves amended NDR
Water Branch accepts/approves amended HNA
Transportation Planning approves/accepts amended TIA
incorporates changes/ amendments to ASP, NSP, NASP as required
review final draft report, convenes TRC
arrange public meeting
public meeting
see P. 153.a
see P. 153.b


TECHNICAL REVIEW
COMMITTEE
Drainage Branch
Edmonton Power
Parks and Recreation
ED TEL
Northwestern Utilities
Water Branch
Transportation Planning
Parks and Recreation
School Boards
• Public and Separate
Planning and Development
P. 153.b
P. 153.a
MANAGER PLANNING
SERVICES
approve Bylaw and report
amends report as required
report drafted
Bylaw package created
Bylaw report and package finalised
proceed ?
YES
NO
end
see P. 154.b
see P.154.a
1
5
10


DIRECTOR
B.A.C.
LAW
CORPORATE COMMUNICAT-IONS
CITY CLERK
P. 154.a
advertising package prepared including public notice
P. 154.b
coordinate public notice and request search
do summary, clean up file
file and summary
request search and labels
Bylaw sent to City Clerk, advertising to Corporate Communicat-ions
prepare searches and labels
copy of search and annotation to Law
letter and copy of Bylaw and report
advertising to Corporate Communications
public notices
proceed ?
YES
NO
end
Bylaw package retained in office (copy)
Bylaw to City Clerk
public notification
see P. 155.a
see P. 155.b
see P. 155.c
see P. 155.d


CITY COUNCIL
P. 155.a
P. 155.b
P. 155.c
P. 155.d
City Council approves or refuses
YES
NO
end
approved Bylaw put into file
letter and copy of Bylaw to applicant
end

THE REVISED REDISTRICTING PROCESS

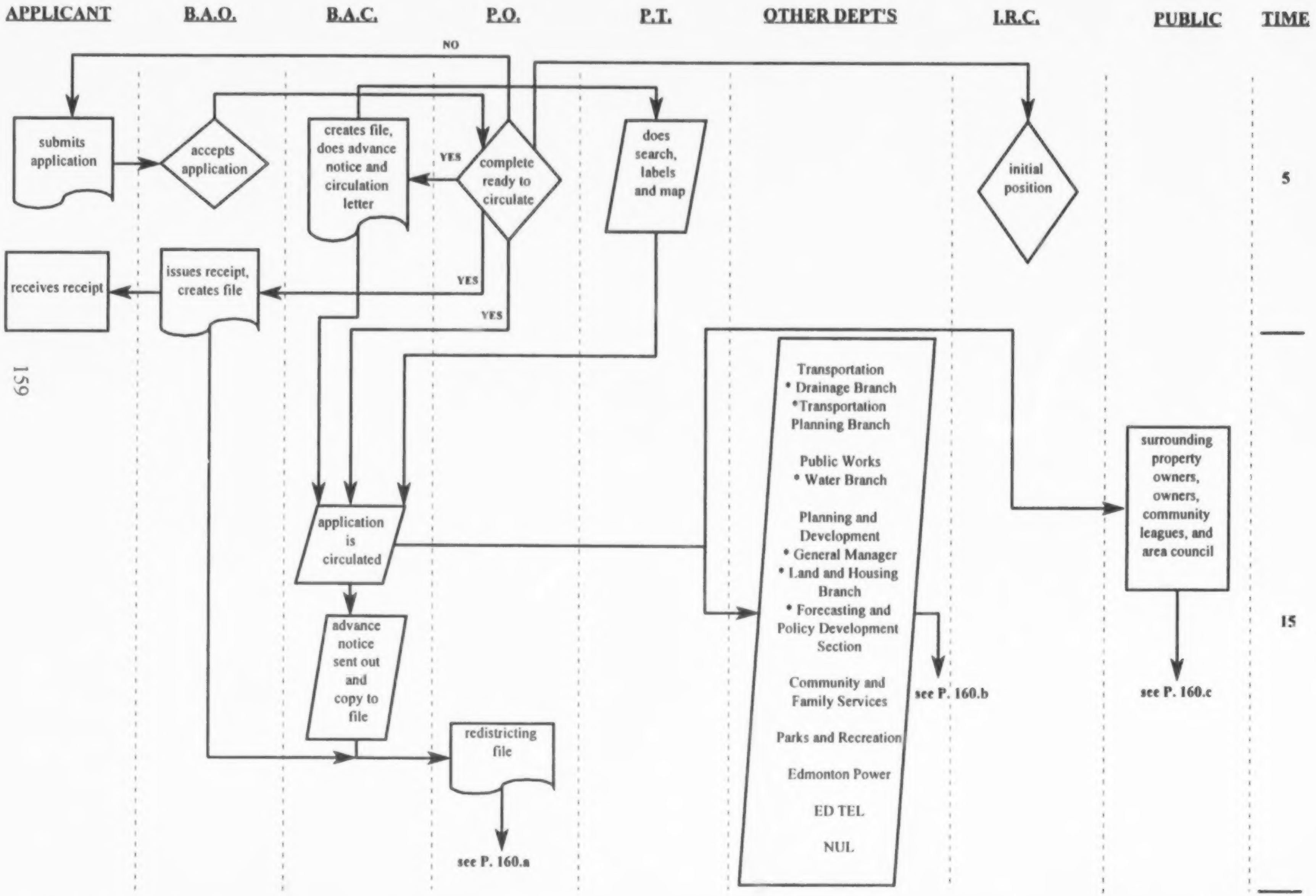
The Redistricting process depicted in this flow chart reflects an application that proceeds to City Council. This flow chart would represent approximately 90% of the redistrictings handled by the Branch.

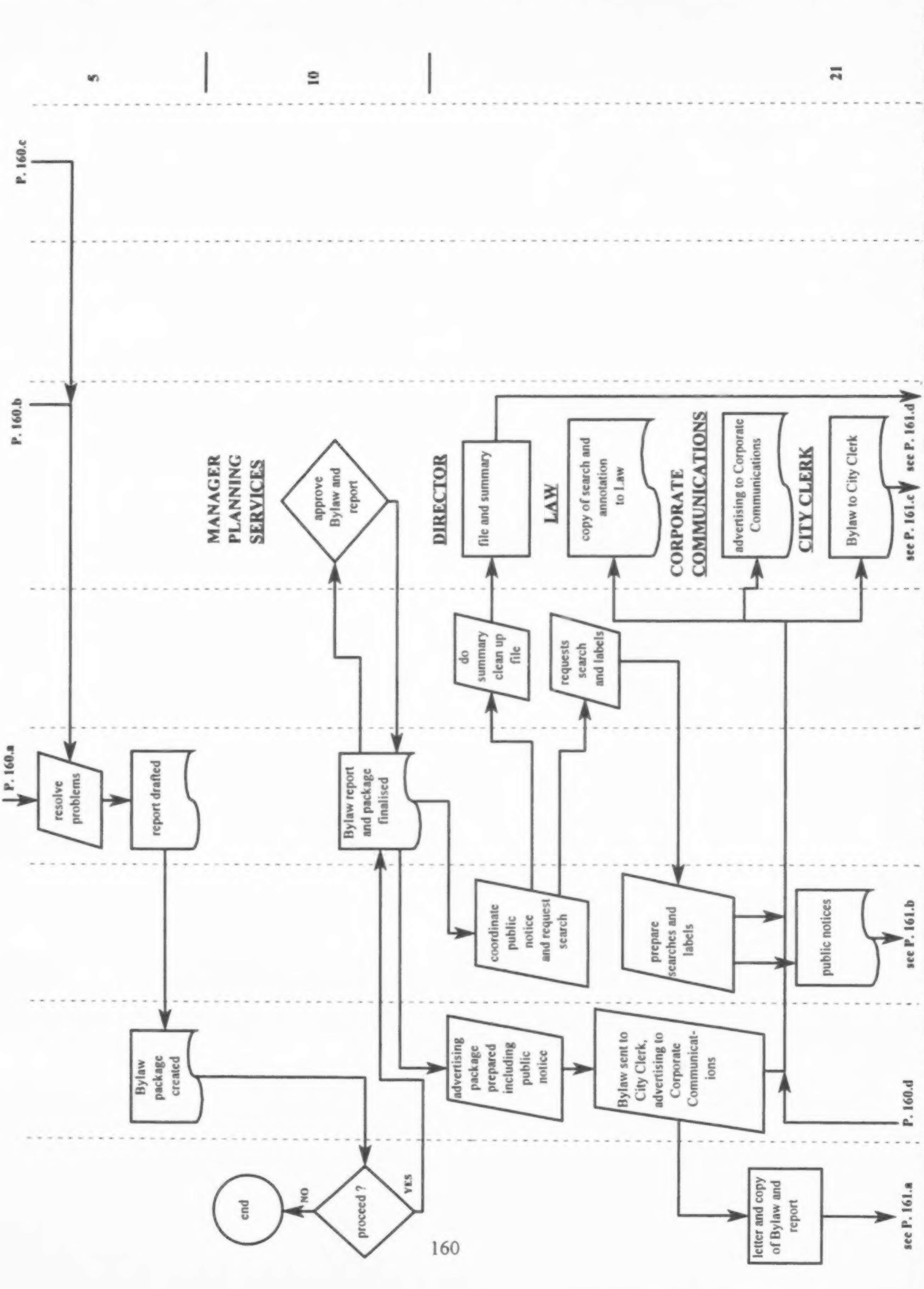
As a result of the Efficiency Sub-committee, the Planning and Development Department has amended the redistricting process by reducing the overall processing time frame by four working days. This improvement was achieved through a reduction in administrative timelines in forwarding completed bylaw packages to the Office of the City Clerk.

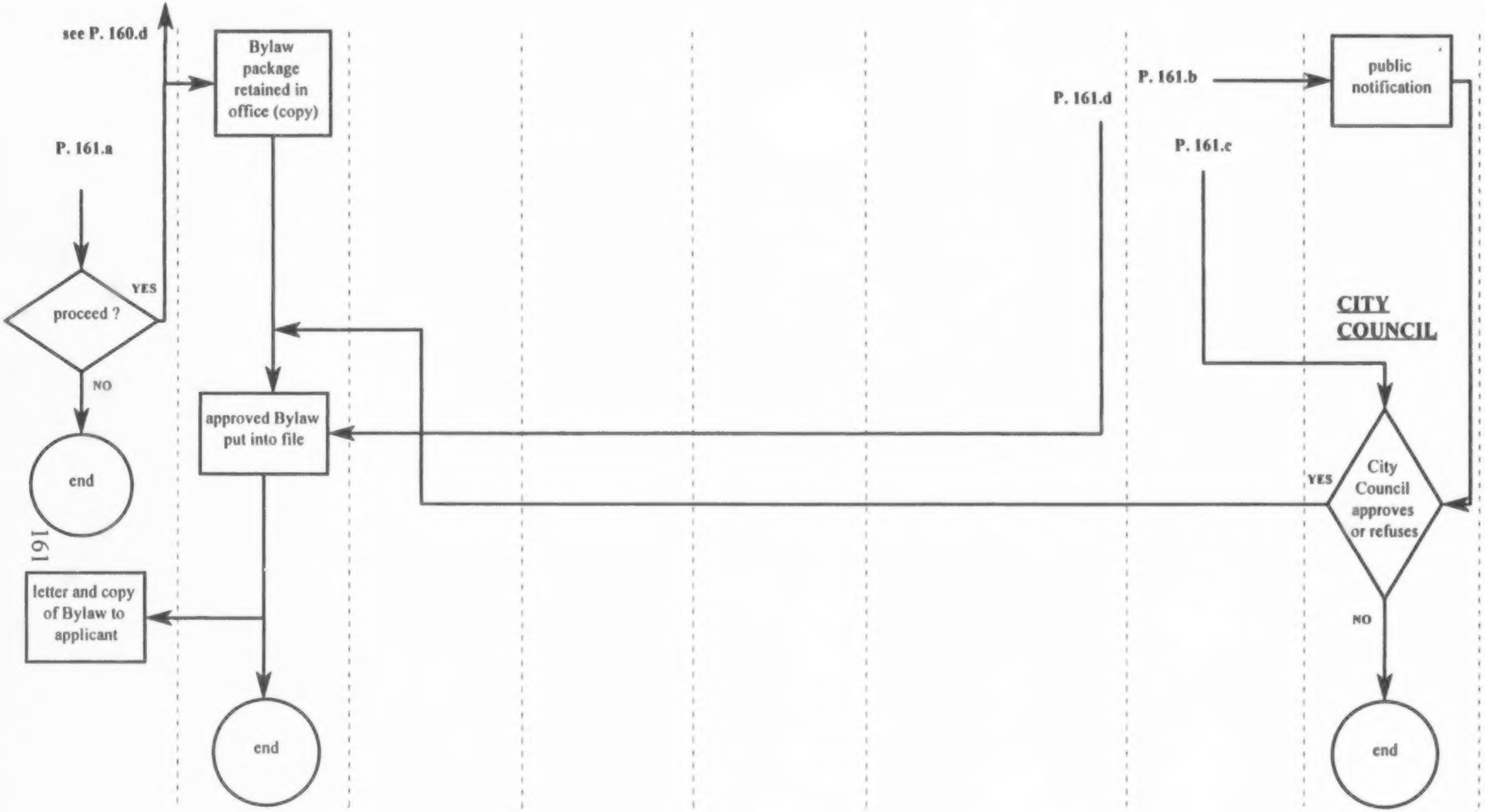
- the application is made to the PDD, with all of the submission requirements
- the BAO accepts the application ensuring that the submission is complete and that the application fee is provided
- the PO determines that the application meets the circulation requirements from a technical perspective. This is an opportunity to advise the client of potential problems and affords the opportunity to withdraw the application
- the BAC creates the application file, prepares the draft advance notice and the circulation letter
- the PT does the notification search, requests the mailing labels, and prepares the redistricting map
- the PO puts the application on the IRC agenda for the review of the Manager, Directors and Senior Planners
- the circulation is sent out via inter-departmental mail to others for review and comment (with a 15 working day response period)
- the Advance Notice is sent out to the adjacent land owners
- the actual redistricting file is given to the PO to hold
- the PO reviews the circulation responses, resolves any technical or other concerns and drafts a recommendation report
- a draft Bylaw package is assembled by the BAO
- the PO in consultation with the Senior Planner and the Section Director finalises the Bylaw package including the recommendation report
- the Branch Manager signs off on the Bylaw and the recommendation report
- the BAO prepares the advertising and the Bylaw package is sent to the Office of the City Clerk for inclusion on the Council agenda
- the PT takes the file after the Bylaw package has been finalised and after it has gone to the Office of the City Clerk and does a summary of the application for the Director's use
- the BAC requests a search and labels and prepares the Public Notices
- a copy of the search and annotation go to the Law Department
- the Bylaw package is prepared for transmittal to the Office of the City Clerk approximately 21 working days prior to the actual Public Meeting Council date
- after approval a copy of the Bylaw is provided to the applicant and a copy is put into the PDD file

The optimum time frame to complete this process is 56 working days.

REVISED REDISTRICTING PROCESS


APPLICANT
B.A.O.
B.A.C.
P.O.
P.T.
OTHER DEPT'S
I.R.C.
PUBLIC
TIME
NO
submits application
accepts application
creates file, does advance notice and circulation letter
YES
complete ready to circulate
does search, labels and map
initial position
5
receives receipt
issues receipt, creates file
YES
YES
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
surrounding property owners, owners, community leagues, and area council
application is circulated
advance notice sent out and copy to file
15
see P. 160.b
see P. 160.c
redistricting file
see P. 160.a


P. 160.a
P. 160.b
P. 160.c
5
10
21
resolve problems
report drafted
MANAGER PLANNING SERVICES
approve Bylaw and report
Bylaw report and package finalised
DIRECTOR
do summary clean up file
file and summary
requests search and labels
LAW
copy of search and annotation to Law
CORPORATE COMMUNICATIONS
advertising to Corporate Communications
CITY CLERK
Bylaw to City Clerk
see P. 161.c
see P. 161.d
coordinate public notice and request search
prepare searches and labels
public notices
see P. 161.b
Bylaw package created
advertising package prepared including public notice
Bylaw sent to City Clerk, advertising to Corporate Communicat-ions
P. 160.d
proceed ?
NO
YES
end
letter and copy of Bylaw and report
see P. 161.a


see P. 160.d
P. 161.a
proceed ?
YES
NO
end
letter and copy of Bylaw to applicant
Bylaw package retained in office (copy)
approved Bylaw put into file
end
P. 161.d
P. 161.b
public notification
P. 161.c
CITY COUNCIL
City Council approves or refuses
YES
NO
end

THE ALTERNATE REDISTRICTING PROCESS

This alternate process resulted from the Efficiency Sub-committee's examination of the existing redistricting process and is not intended to be a replacement process for all applications, but rather an option to the conventional or existing redistricting process. The major difference between the revised process and this alternate process is the timing of the review of the technical aspects of the application and a voluntary developer-initiated public consultation component prior to the formal application being submitted. This process also includes the more efficient Administrative process leading to the scheduling of the Bylaw for Council's consideration.

This is the pre-application portion of the alternate process:

- the process starts with the applicant developing the application package and distributing it to the Planning and Development Department, Transportation Department, Public Works Department, and Community and Family Services
- the PO responsible for the area would take the proposal to IRC to establish the Department's position regarding the proposed application
- at the applicant's request, and after an acceptable review period, a meeting would be held to discuss the merits of the proposed application (this would be similar to a TRC)
- the purpose of the meeting is to provide the applicant with a clear indication of the technical acceptability of the proposal
- concurrent with this phase of the process the applicant could undertake a public consultation process to inform the surrounding property owners of the proposed redistricting. The need for this type of meeting for potential applications in the suburban areas will be based on the likely interest levels of the abutting owners. It is far more probable that potential amendments in the inner city area will require this type of meeting to identify and address the concerns of the adjacent residents
- the proposed application can then be revised based on input from the Departments and the surrounding property owners

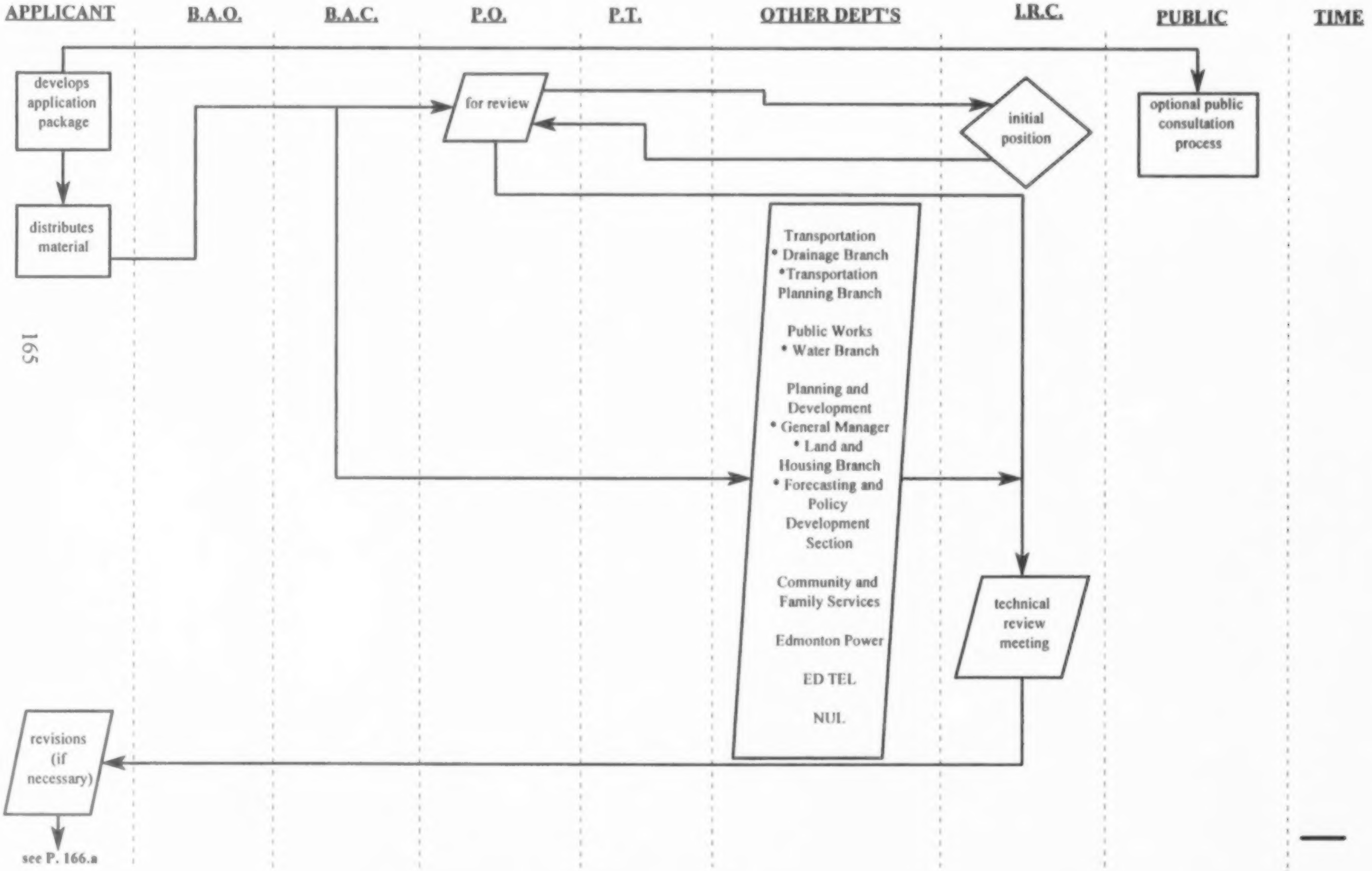
This is the start of the formal application portion of the revised process:

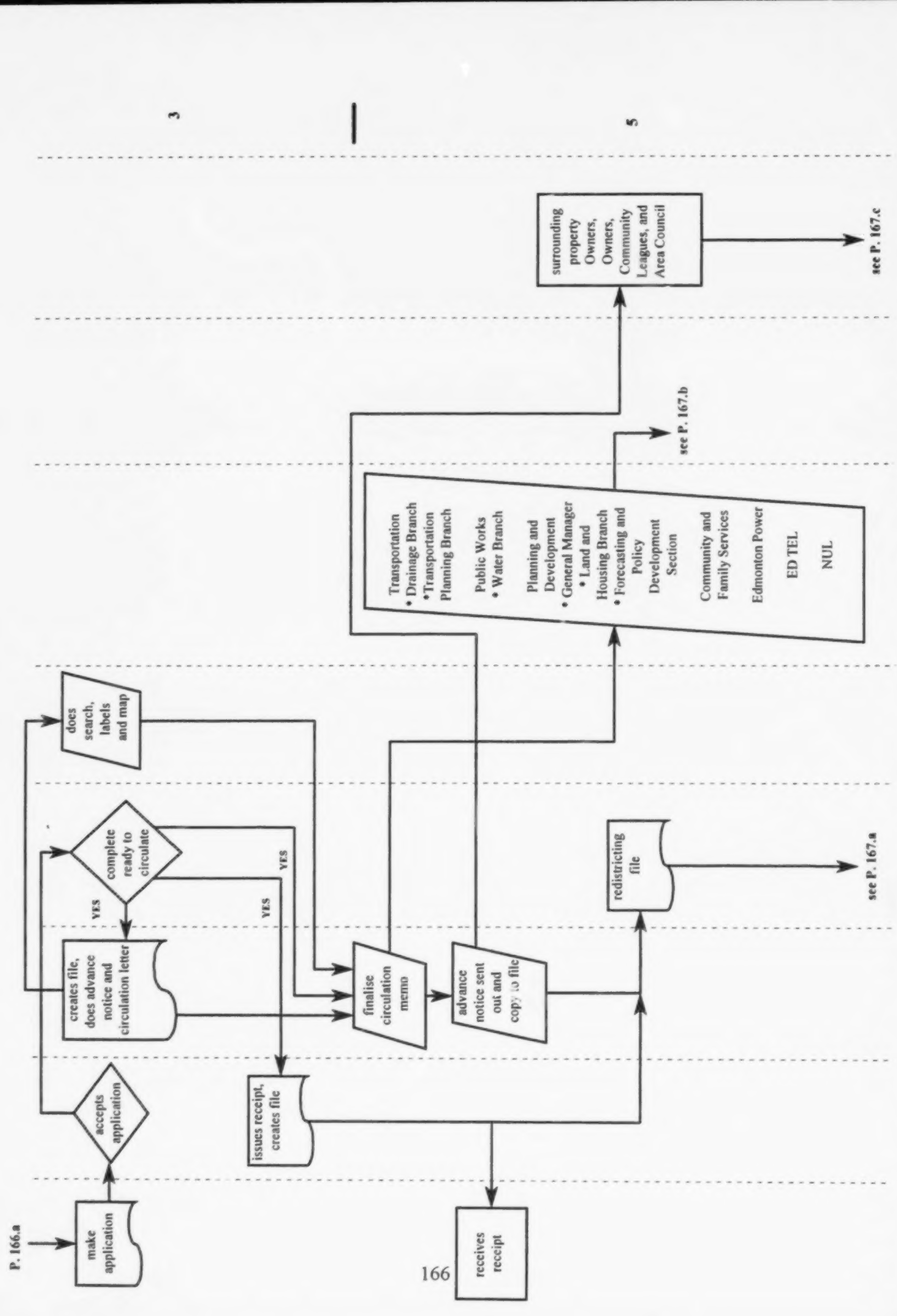
- a formal application would follow with an acceptance and circulation process identical to the existing LUB amendment process
- the advantage of this process lies in the fact that the circulation period can be reduced since the technical concerns have been previously reviewed and amended
- the application is sent back to the previously noted Departments to confirm the acceptability of the proposal
- the PDD would then do the standard Advance Notice to surrounding property owners
- the redistricting report could then be drafted based on the support of the Departments and any comments from the surrounding property owners will be incorporated into the report
- a draft Bylaw package is assembled by the BAO

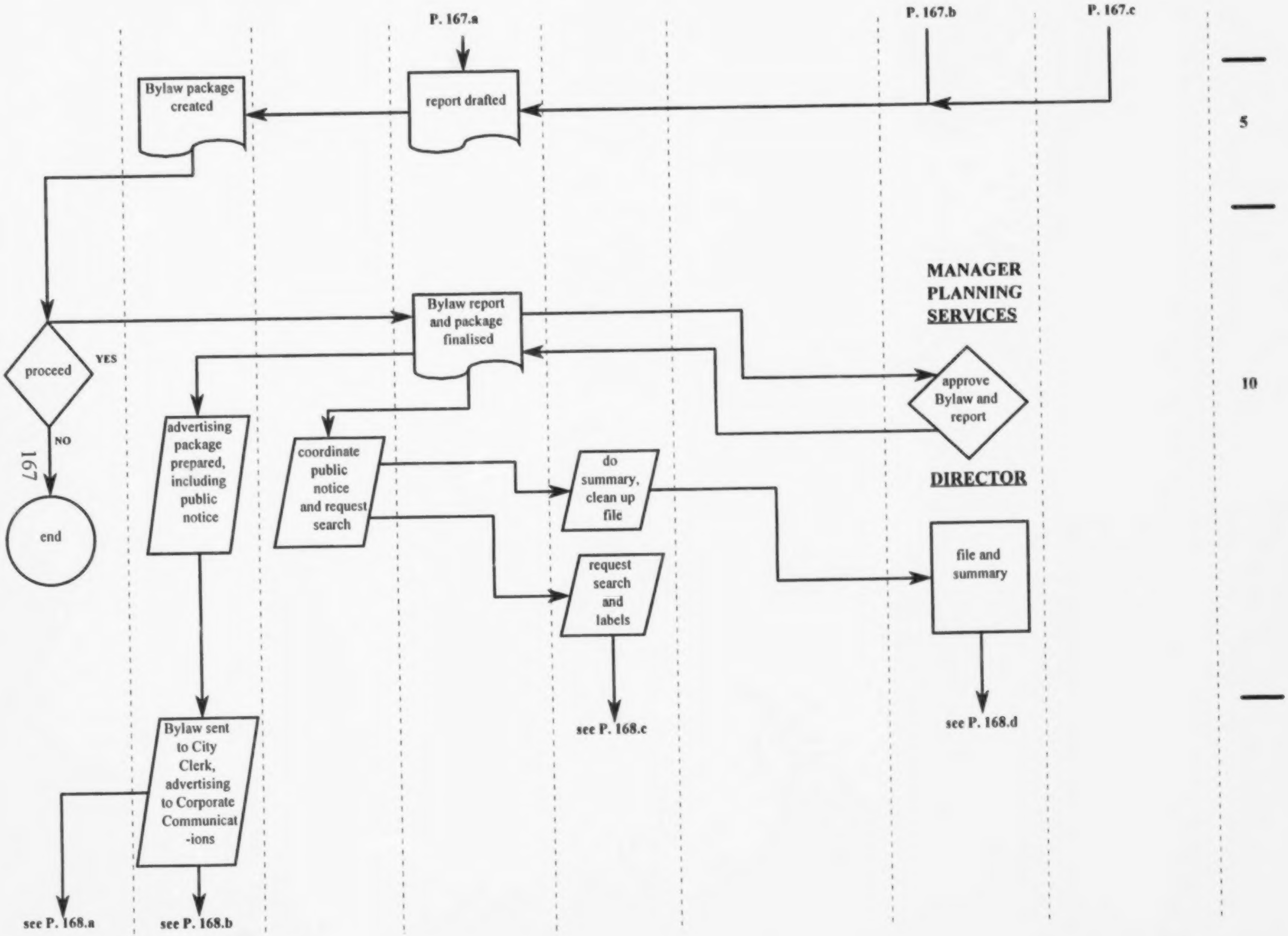
- the PO in consultation with the Senior Planner and the Section Director finalises the Bylaw package including the recommendation report. The Bylaw package and report is signed off by the Branch Manager
- the BAO prepares the advertising and the Bylaw package is sent to the City Clerks office for inclusion on the Council agenda
- the PT takes the file after the Bylaw package has been finalised and after it has gone to the Office of the City Clerk and does a summary of the application for the Director's use
- the BAC requests a search and labels and prepares the Public Notices
- a copy of the search and annotation go to the Law Department
- the Bylaw package is prepared for transmittal to the Office of the City Clerk approximately 21 working days prior to the actual Public Meeting Council date
- after approval a copy of the Bylaw is provided to the applicant and a copy is put into the PDD file

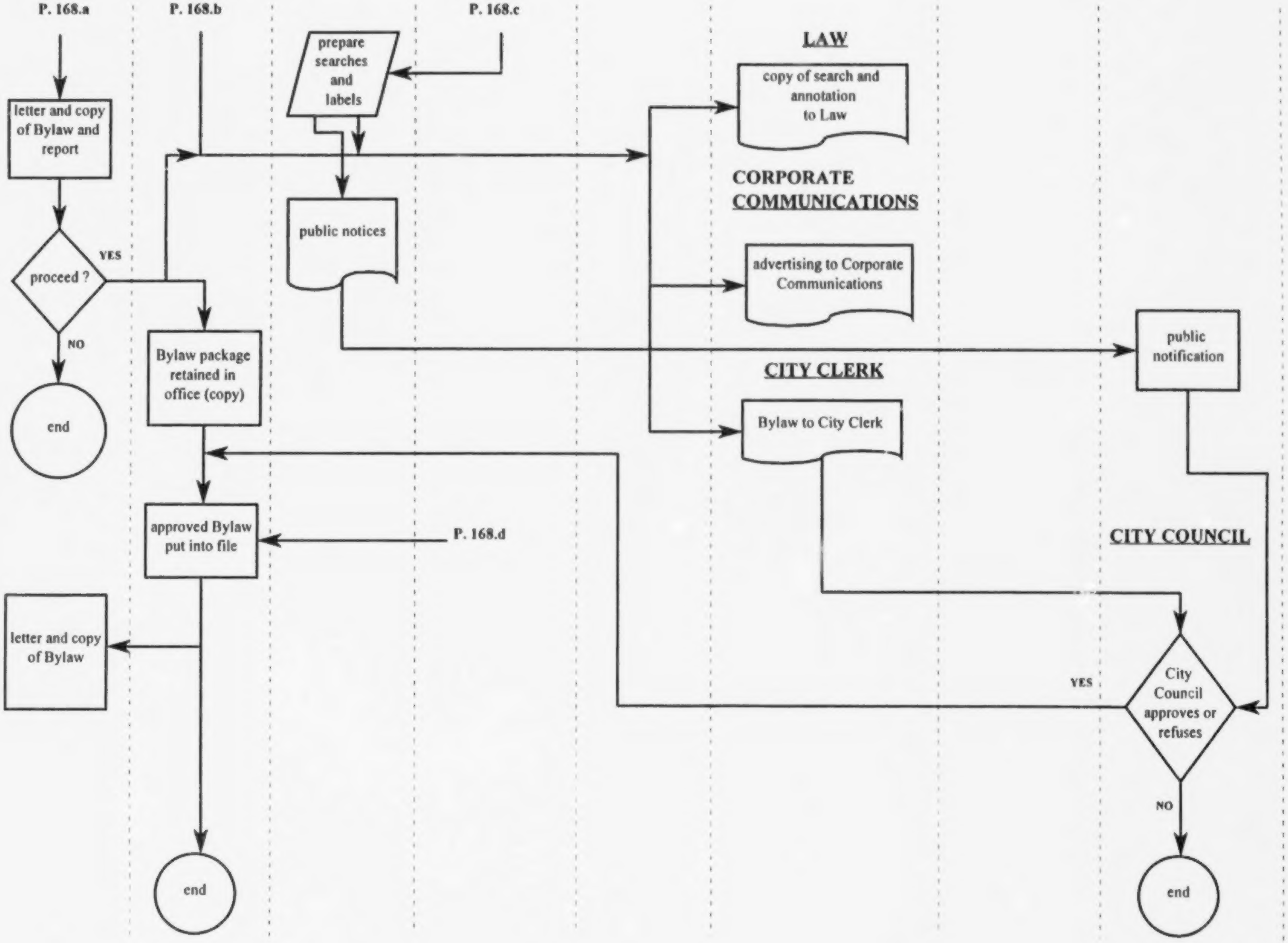
The optimum time required to complete the formal application part of this process is 44 working days. This does not include any time that may be required for the preparation of technical support reports or for optional public consultation.

ALTERNATE REDISTRICTING PROCESS


APPLICANT
B.A.O.
B.A.C.
P.O.
P.T.
OTHER DEPT'S
I.R.C.
PUBLIC
TIME
develops application package
distributes material
for review
initial position
optional public consultation process
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Edmonton Power
ED TEL
NUL
technical review meeting
revisions (if necessary)
see P. 166.a


P. 166.a
make application
accepts application
creates file, does advance notice and circulation letter
YES
complete ready to circulate
YES
YES
does search, labels and map
issues receipt, creates file
finalise circulation memo
advance notice sent out and copy to file
redistricting file
see P. 167.a
receives receipt
Transportation
* Drainage Branch
*Transportation Planning Branch
Public Works
* Water Branch
Planning and Development
* General Manager
* Land and Housing Branch
* Forecasting and Policy Development Section
Community and Family Services
Edmonton Power
ED TEL
NUL
see P. 167.b
surrounding property Owners, Owners, Community Leagues, and Area Council
see P. 167.c
3
5


P. 167.a
P. 167.b
P. 167.c
5
10
Bylaw package created
report drafted
proceed
YES
NO
end
Bylaw report and package finalised
MANAGER PLANNING SERVICES
approve Bylaw and report
DIRECTOR
advertising package prepared, including public notice
coordinate public notice and request search
do summary, clean up file
request search and labels
file and summary
Bylaw sent to City Clerk, advertising to Corporate Communicat -ions
see P. 168.a
see P. 168.b
see P. 168.c
see P. 168.d


P. 168.a
P. 168.b
P. 168.c
P. 168.d
letter and copy of Bylaw and report
proceed ?
YES
NO
end
Bylaw package retained in office (copy)
approved Bylaw put into file
letter and copy of Bylaw
end
prepare searches and labels
public notices
LAW
copy of search and annotation to Law
CORPORATE COMMUNICATIONS
advertising to Corporate Communications
CITY CLERK
Bylaw to City Clerk
public notification
CITY COUNCIL
City Council approves or refuses
YES
NO
end

THE REVISED ROAD CLOSURE PROCESS

The Road Closure Process depicted on the flow chart and described in this documentation has been developed to satisfy the requirements of the Municipal Government Act respecting the disposal of road right-of-way. There are three major elements to this process; the technical evaluation, the sale or disposition, and the Bylaw adoption. This flow chart reflects an application that concludes with the adoption of a closure bylaw following the execution of a sales agreement. In 95% of the recent applications the sales agreement is approved by the Manager of the Land and Housing Branch. The only sales agreements not approved by the Manager are those where the lands are being disposed of at "less than fair market value". The Executive Committee approves those applications.

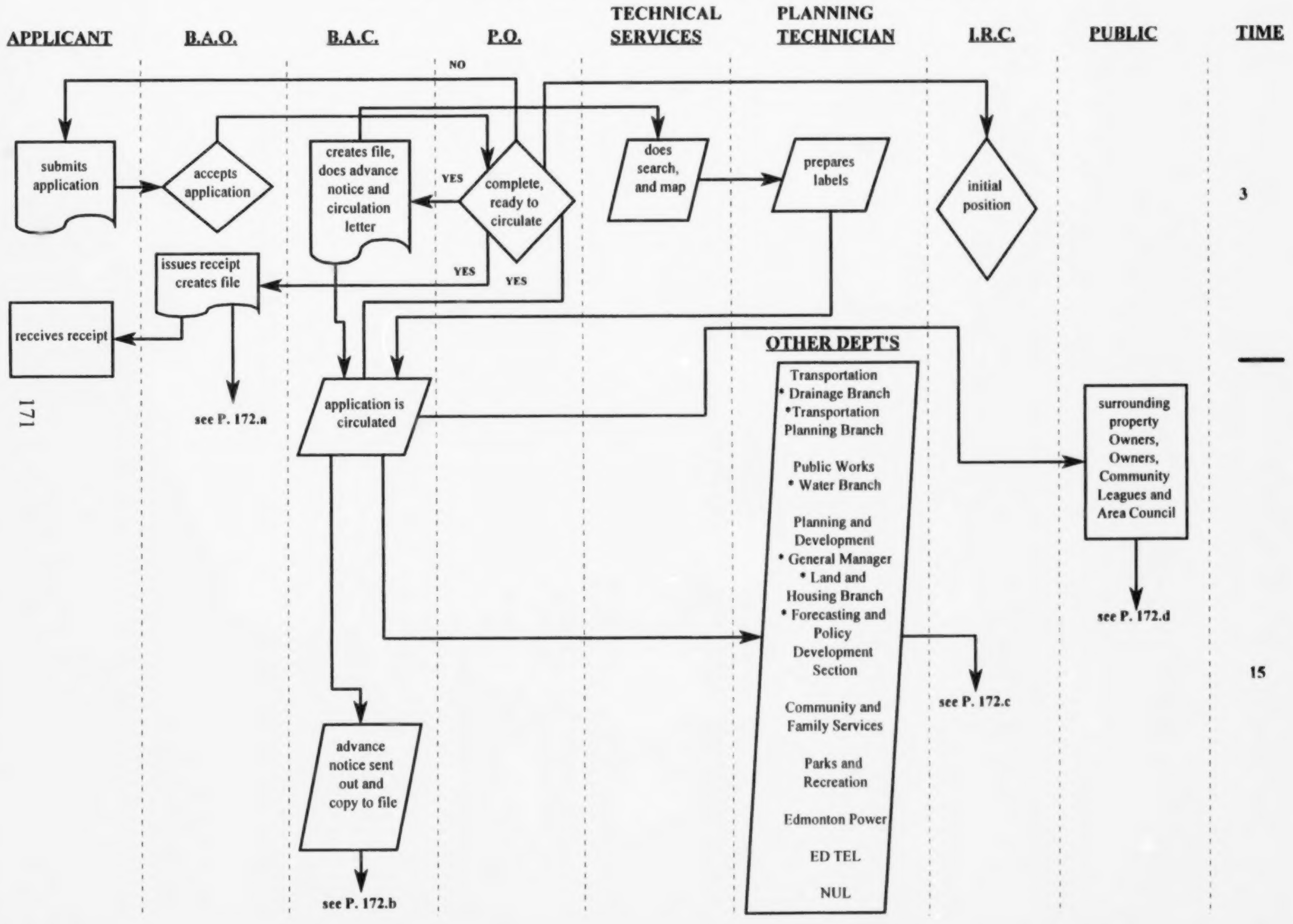
As a result of the Efficiency Sub-committee, the Planning and Development Department has amended the road closure process by reducing the overall processing time frame by four working days. This improvement was achieved through a reduction in administrative timelines in forwarding completed bylaw packages to the Office of the City Clerk.

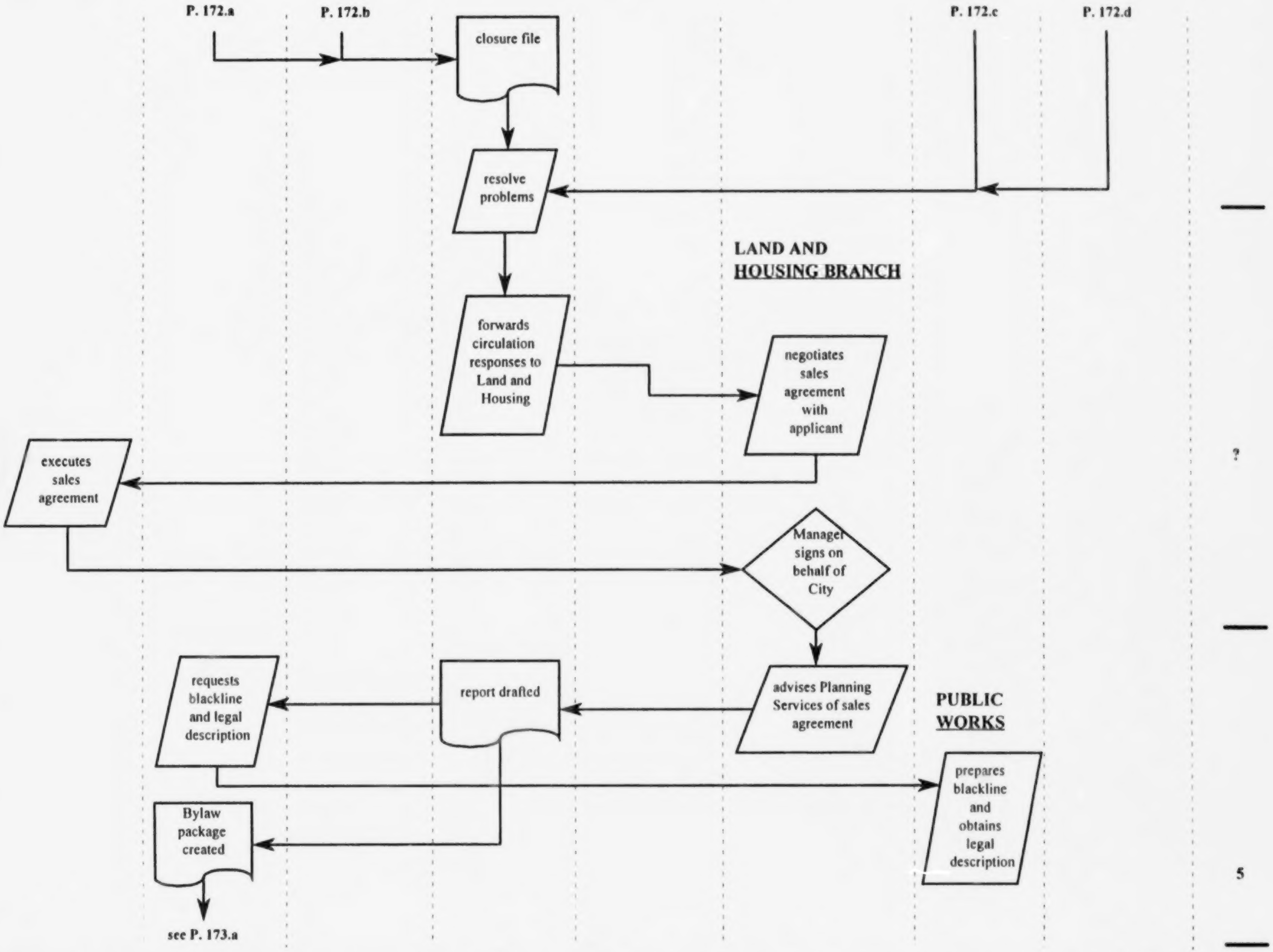
* the application is made to the PDD, with all of the submission requirements (the submission of an appraisal report at this time may speed up the negotiation process)
* the BAO accepts the application ensuring that the submission is complete and that the application fee is provided
* the PO determines that the application meets the circulation requirements from a technical perspective. This is an opportunity to advise the client of potential problems and affords the opportunity to withdraw the application
* the BAC creates the application file, requests a map and roll numbers for notification from Technical Services, and prepares the draft advance notice and the circulation letter
* the PT obtains the address labels for the advance notice
* the PO puts the application on the IRC agenda for the review of the Manager, Directors and Senior Planners
* the circulation is sent out via inter-departmental mail to others for review and comment (usually give a 15 working day response period)
* the Advance Notice is sent out to the adjacent land owners, and any other potentially affected land owners
* the actual closure file is given to the PO
* the PO reviews the circulation responses, resolves any technical or other concerns and drafts a recommendation report
* copies of the circulation returns are forwarded to the Sales and Marketing Section of the Land and Housing Branch to initiate the sales agreement portion of the process
* once the sales agreement has been concluded, the Sales and Marketing Section advises the PO

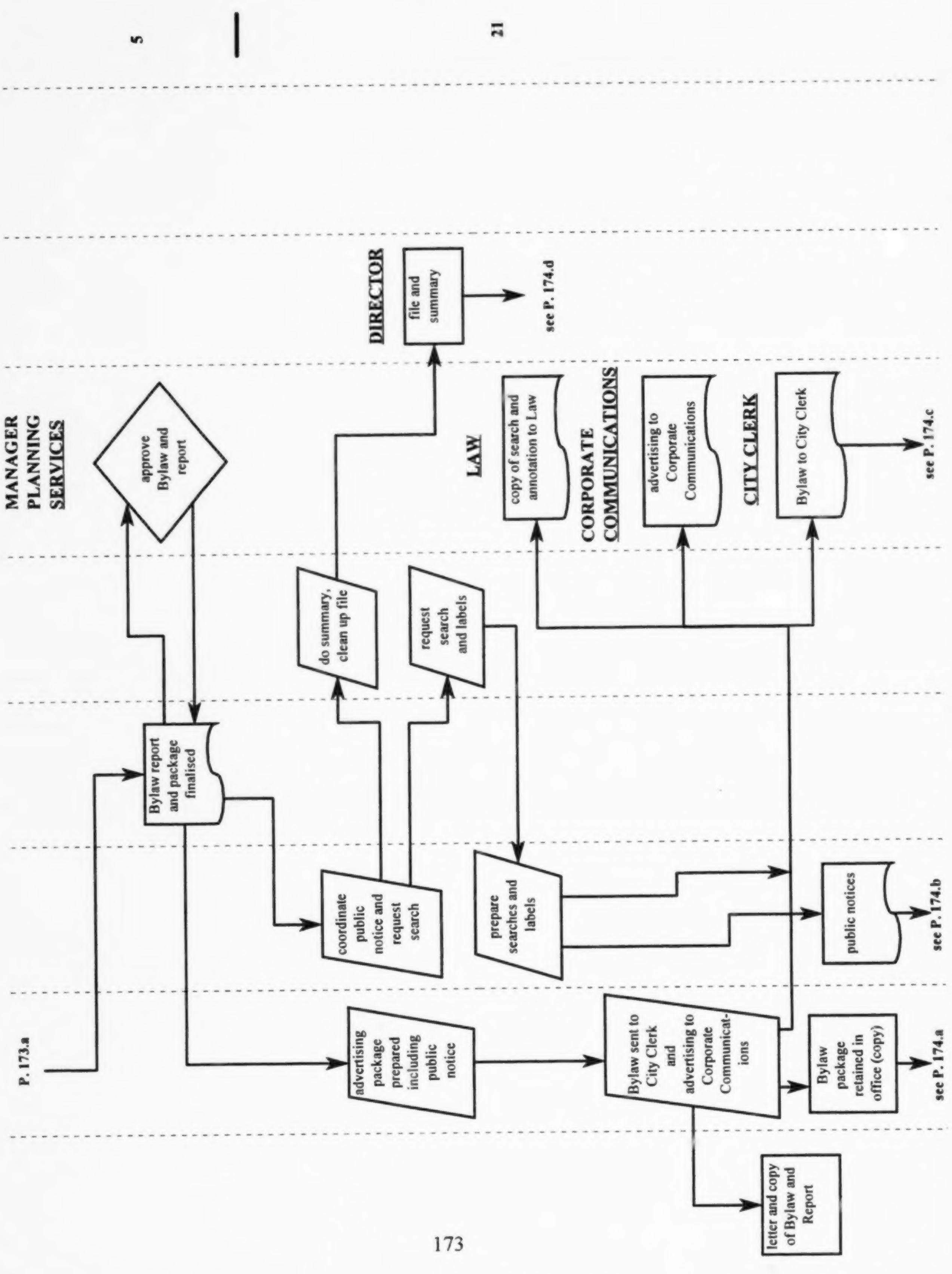
- the PO advises the BAO to request the legal description, blackline drawing and search list from Public Works
- the PO in consultation with the Senior Planner and the Section Director finalises the recommendation report
- the BAO finalises the Bylaw package and requests a search.
- the Branch Manager signs off on the Bylaw and the recommendation report
- the BAO prepares the advertising and the Bylaw package is sent to the Office of the City Clerk for inclusion on the Council agenda
- the PT takes the file after the Bylaw package has been finalised and after it has gone to the Office of the City Clerk and does a summary of the application for the Director's use
- the BAC requests a search and labels and prepares the Public Notices
- a copy of the search and annotation go to the Law Department
- the Bylaw package is prepared for transmittal to the Office of the City Clerk approximately 21 working days prior to the actual Public Meeting Council date
- the Bylaw is held for 60 days following the last date of advertising (in accordance with the current MGA) prior to being approved
- after approval a copy of the Bylaw is provided to the applicant and a copy is put into the PDD file. The Planning Services Branch has received a legal opinion that any right-of-way closed through this process must be taken out of use immediately following Council's approval of the closure Bylaw. The on-going use of closed right-of-way may require that Council reaffirm the decision regarding the Bylaw

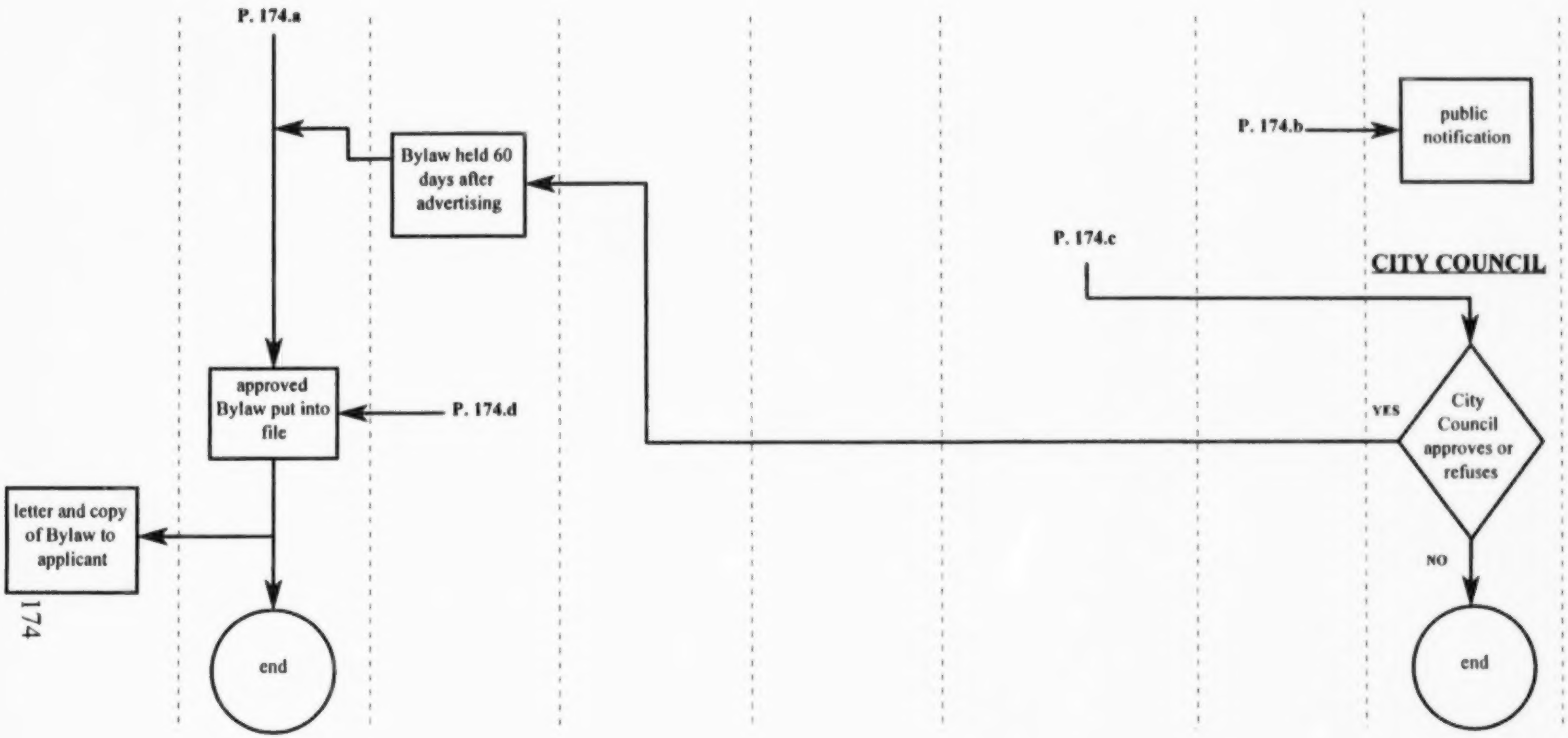
The time required to complete this process is 49 working days, not including the negotiation period and the 60 day Bylaw appeal period.

REVISED ROAD CLOSURE PROCESS


APPLICANT
B.A.O.
B.A.C.
P.O.
TECHNICAL SERVICES
PLANNING TECHNICIAN
I.R.C.
PUBLIC
TIME
NO
submits application
accepts application
creates file, does advance notice and circulation letter
YES
complete, ready to circulate
does search, and map
prepares labels
initial position
3
issues receipt creates file
YES
YES
receives receipt
see P. 172.a
application is circulated
OTHER DEPT'S
Transportation
* Drainage Branch
* Transportation Planning Branch
Public Works
* Water Branch
Planning and Development
* General Manager
* Land and Housing Branch
* Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
surrounding property Owners, Owners, Community Leagues and Area Council
see P. 172.d
see P. 172.c
15
advance notice sent out and copy to file
see P. 172.b


P. 172.a
P. 172.b
closure file
P. 172.c
P. 172.d
resolve problems
LAND AND HOUSING BRANCH
forwards circulation responses to Land and Housing
negotiates sales agreement with applicant
executes sales agreement
?
Manager signs on behalf of City
requests blackline and legal description
report drafted
advises Planning Services of sales agreement
PUBLIC WORKS
prepares blackline and obtains legal description
Bylaw package created
see P. 173.a
5


5
21
MANAGER PLANNING SERVICES
approve Bylaw and report
DIRECTOR
file and summary
see P. 174.d
LAW
copy of search and annotation to Law
CORPORATE COMMUNICATIONS
advertising to Corporate Communications
CITY CLERK
Bylaw to City Clerk
see P. 174.c
do summary, clean up file
request search and labels
Bylaw report and package finalised
coordinate public notice and request search
prepare searches and labels
public notices
see P. 174.b
P. 173.a
advertising package prepared including public notice
Bylaw sent to City Clerk and advertising to Corporate Communicat-ions
Bylaw package retained in office (copy)
see P. 174.a
letter and copy of Bylaw and Report


P. 174.a
P. 174.b
public notification
P. 174.c
CITY COUNCIL
Bylaw held 60 days after advertising
City Council approves or refuses
YES
NO
end
approved Bylaw put into file
P. 174.d
letter and copy of Bylaw to applicant
end

THE ALTERNATE ROAD CLOSURE PROCESS

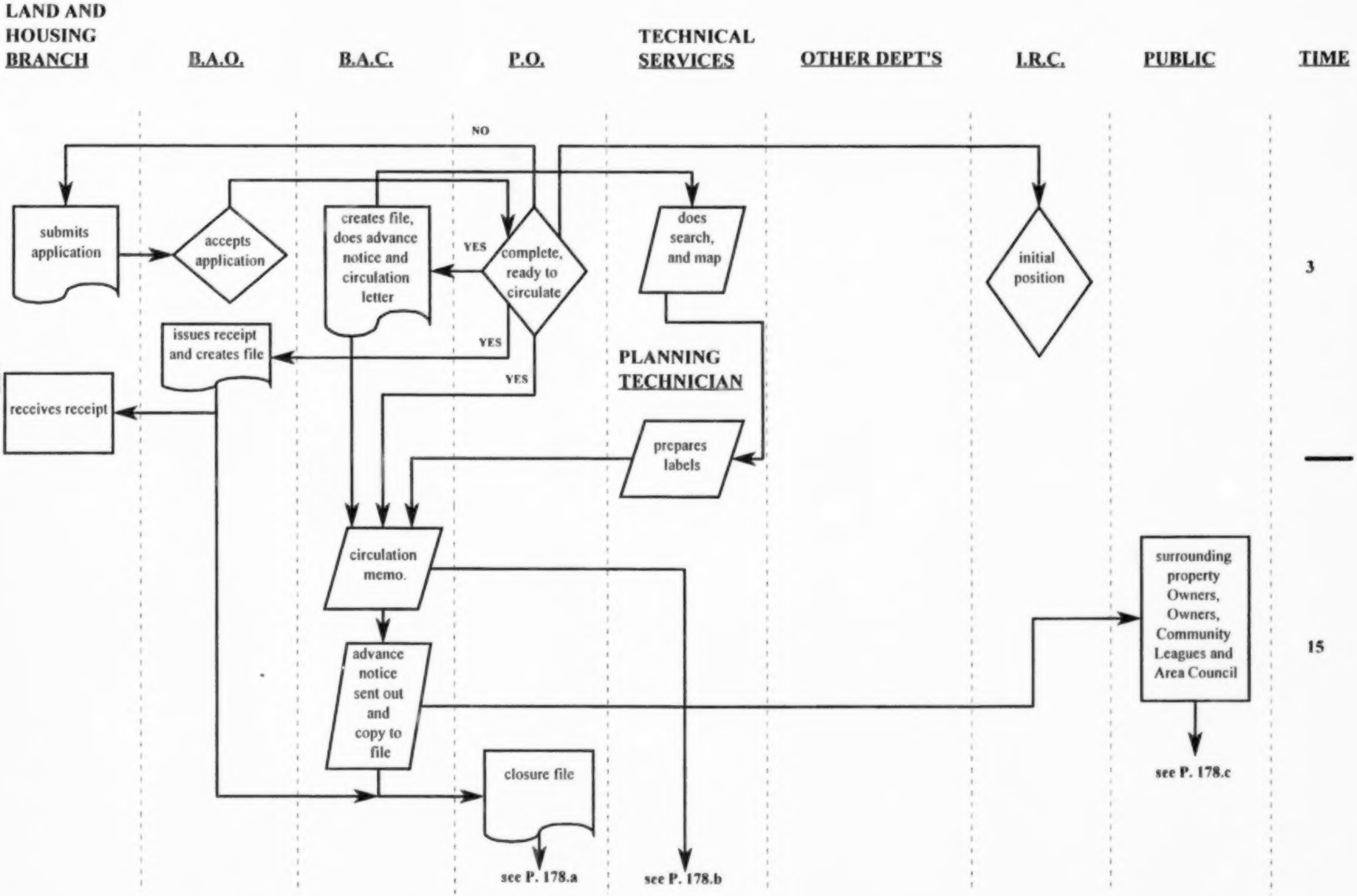
The Road Closure Process depicted on the flow chart and described in this documentation differs from the more common closure process in the order in which the steps involved in the process are completed. This process describes a closure application that is submitted to the Planning Services Branch by the Land and Housing Branch with an approved sales agreement. These applications are received infrequently and represent less than 5% of closure applications handled by the Branch.

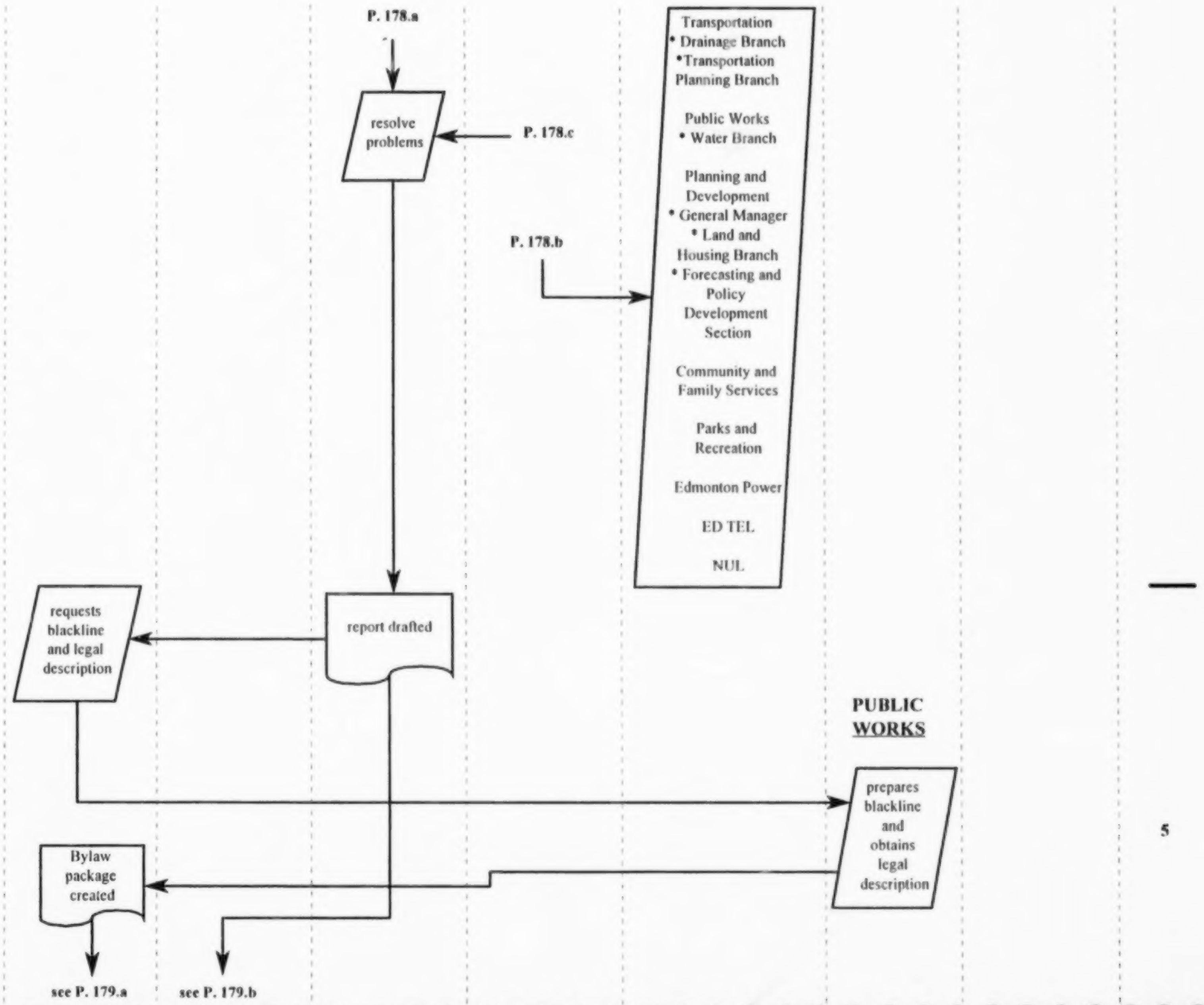
- the application is made to the Planning Services Branch by the Land and Housing Branch, with a map of the agreed to closure area
- the BAO accepts the application ensuring that the submission is complete and that the application fee is provided
- the PO determines that the application meets the circulation requirements from a technical perspective
- the BAC creates the application file, requests a map and roll numbers for notification from Technical Services, and prepares the draft advance notice and the circulation letter
- the PT obtains the address labels for the advance notice
- the PO puts the application on the IRC agenda for the review of the Manager, Directors and Senior Planners
- the circulation is sent out via inter-departmental mail to others for review and comment (usually give a 15 working day response period)
- the advance notice is sent out to the adjacent land owners, and any other potentially affected land owners
- the actual closure file is given to the PO
- the PO reviews the circulation responses, resolves any technical or other concerns and drafts a recommendation report
- the PO advises the BAO to request the legal description, blackline drawing and search list from Public Works
- the PO in consultation with the Senior Planner and the Section Director finalises the recommendation report
- the BAO finalises the Bylaw package and requests a search
- the Branch Manager signs off on the Bylaw and the recommendation report
- the BAO prepares the advertising and the Bylaw package is sent to the Office of the City Clerk for inclusion on the Council agenda
- the PT takes the file after the Bylaw package has been finalised and after it has gone to the Office of the City Clerk and does a summary of the application for the Director's use
- the BAC requests a search and labels and prepares the Public Notices
- a copy of the search and annotation go to the Law Department
- the Bylaw package is in the Office of the City Clerk approximately 25 working days prior to the actual Public Meeting Council date

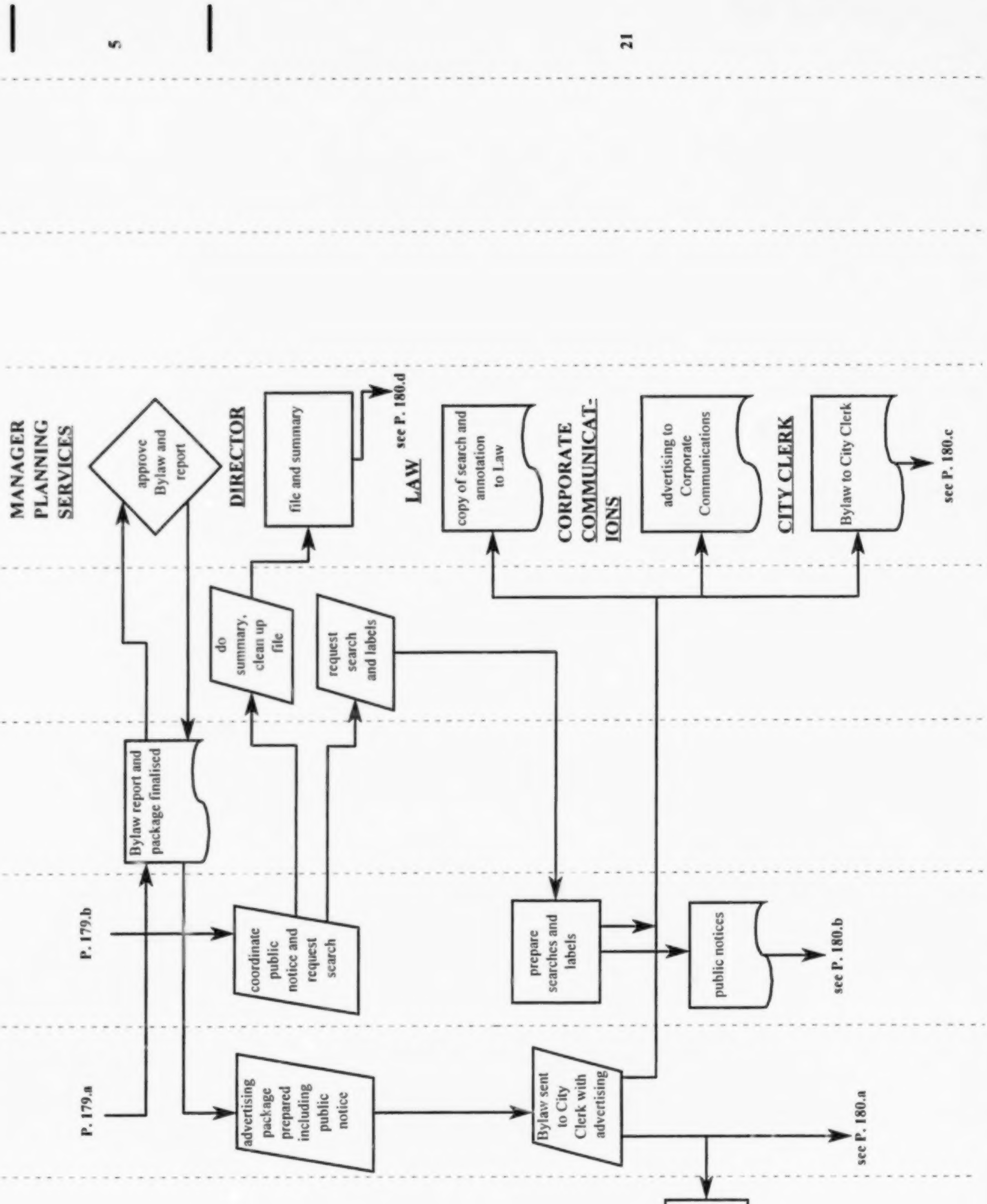
- the Bylaw is held for 60 days following the last date of advertising (in accordance with the current MGA) prior to being approved
- after approval a copy of the Bylaw is provided to the applicant and a copy is put into the PDD file. The Planning Services Branch has received a legal opinion that any right-of-way closed through this process must be taken out of use immediately following Council's approval of the closure Bylaw. The on-going use of closed right-of-way may require that Council reaffirm the decision regarding the Bylaw

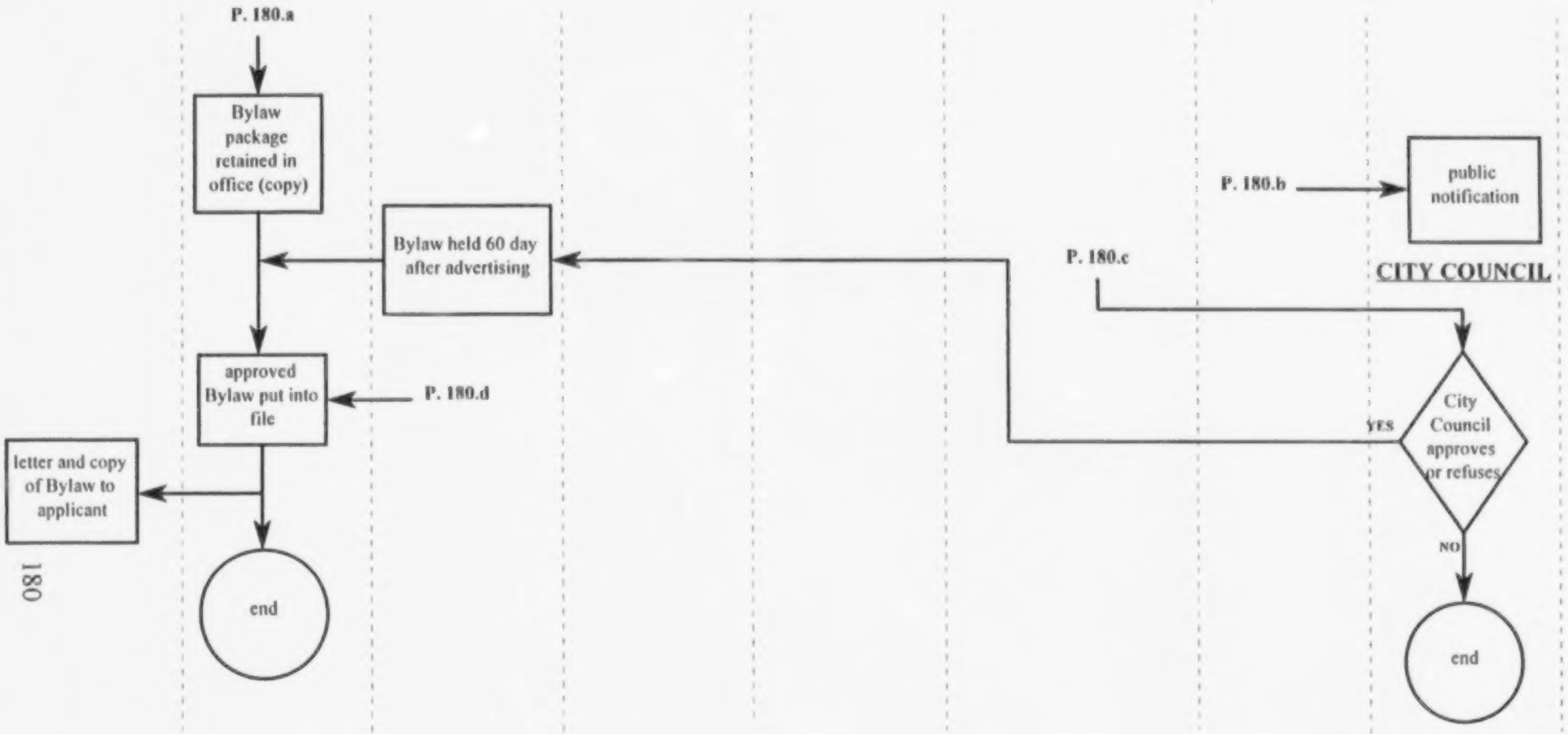
The time required to complete this process is 53 working days, not including the 60 day Bylaw appeal period.

ALTERNATE ROAD CLOSURE PROCESS


LAND AND HOUSING BRANCH
B.A.O.
B.A.C.
P.O.
TECHNICAL SERVICES
OTHER DEPT'S
I.R.C.
PUBLIC
TIME
NO
submits application
accepts application
creates file, does advance notice and circulation letter
YES
complete, ready to circulate
does search, and map
initial position
3
issues receipt and creates file
YES
YES
PLANNING TECHNICIAN
receives receipt
prepares labels
circulation memo.
surrounding property Owners, Owners, Community Leagues and Area Council
15
advance notice sent out and copy to file
closure file
see P. 178.c
see P. 178.a
see P. 178.b


P. 178.a
resolve problems
P. 178.c
P. 178.b
Transportation
• Drainage Branch
• Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
report drafted
requests blackline and legal description
PUBLIC WORKS
prepares blackline and obtains legal description
5
Bylaw package created
see P. 179.a
see P. 179.b


5
21
MANAGER PLANNING SERVICES
DIRECTOR
LAW
CORPORATE COMMUNICAT-IONS
CITY CLERK
P. 179.a
P. 179.b
Bylaw report and package finalised
approve Bylaw and report
advertising package prepared including public notice
coordinate public notice and request search
do summary, clean up file
request search and labels
file and summary
see P. 180.d
prepare searches and labels
public notices
see P. 180.b
Bylaw sent to City Clerk with advertising
see P. 180.a
letter and copy of Bylaw and Report
copy of search and annotation to Law
advertising to Corporate Communications
Bylaw to City Clerk
see P. 180.c


P. 180.a
Bylaw package retained in office (copy)
Bylaw held 60 day after advertising
approved Bylaw put into file
P. 180.d
letter and copy of Bylaw to applicant
end
P. 180.b
public notification
CITY COUNCIL
P. 180.c
City Council approves or refuses
YES
NO
end

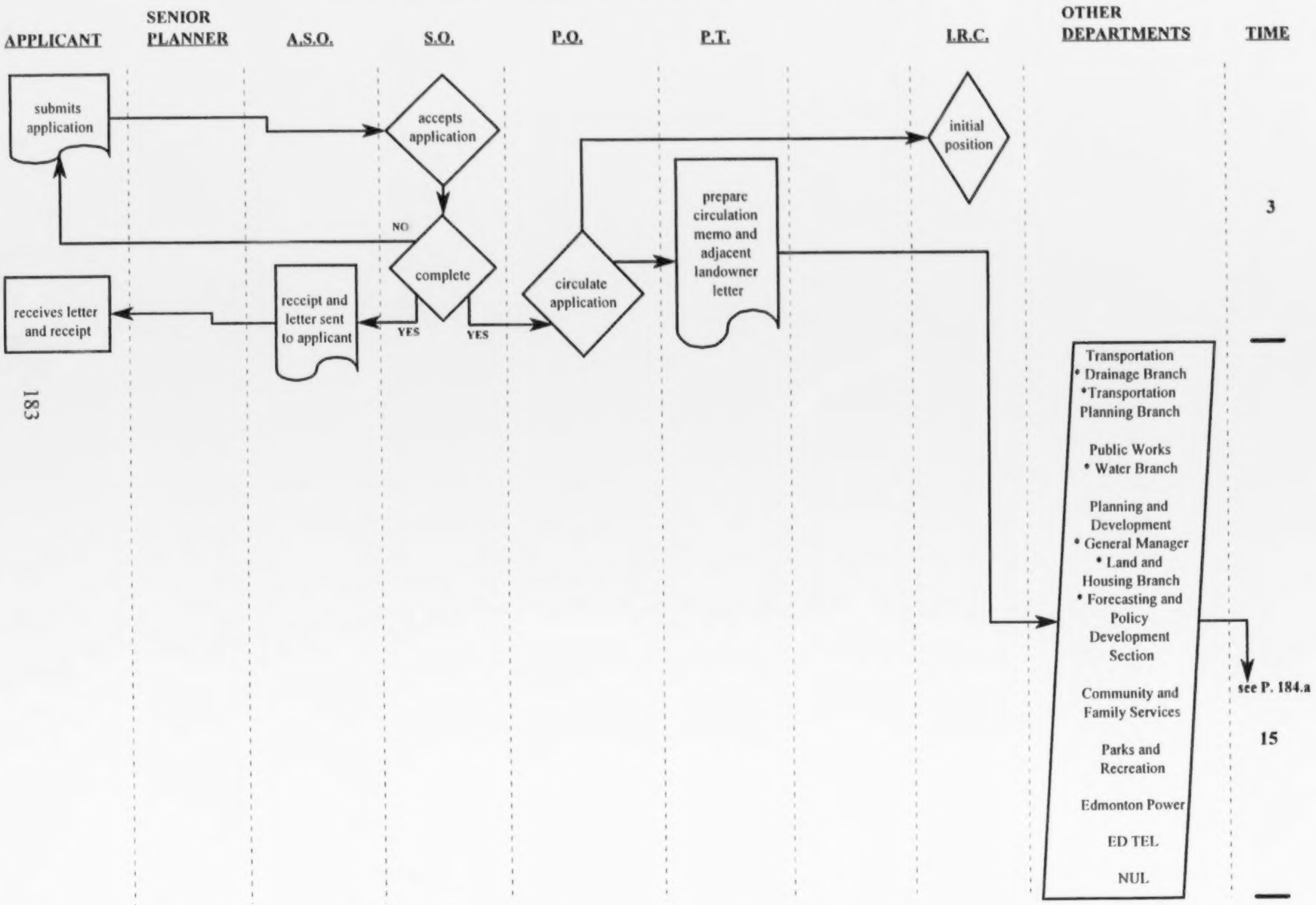
THE REVISED SUBDIVISION PROCESS

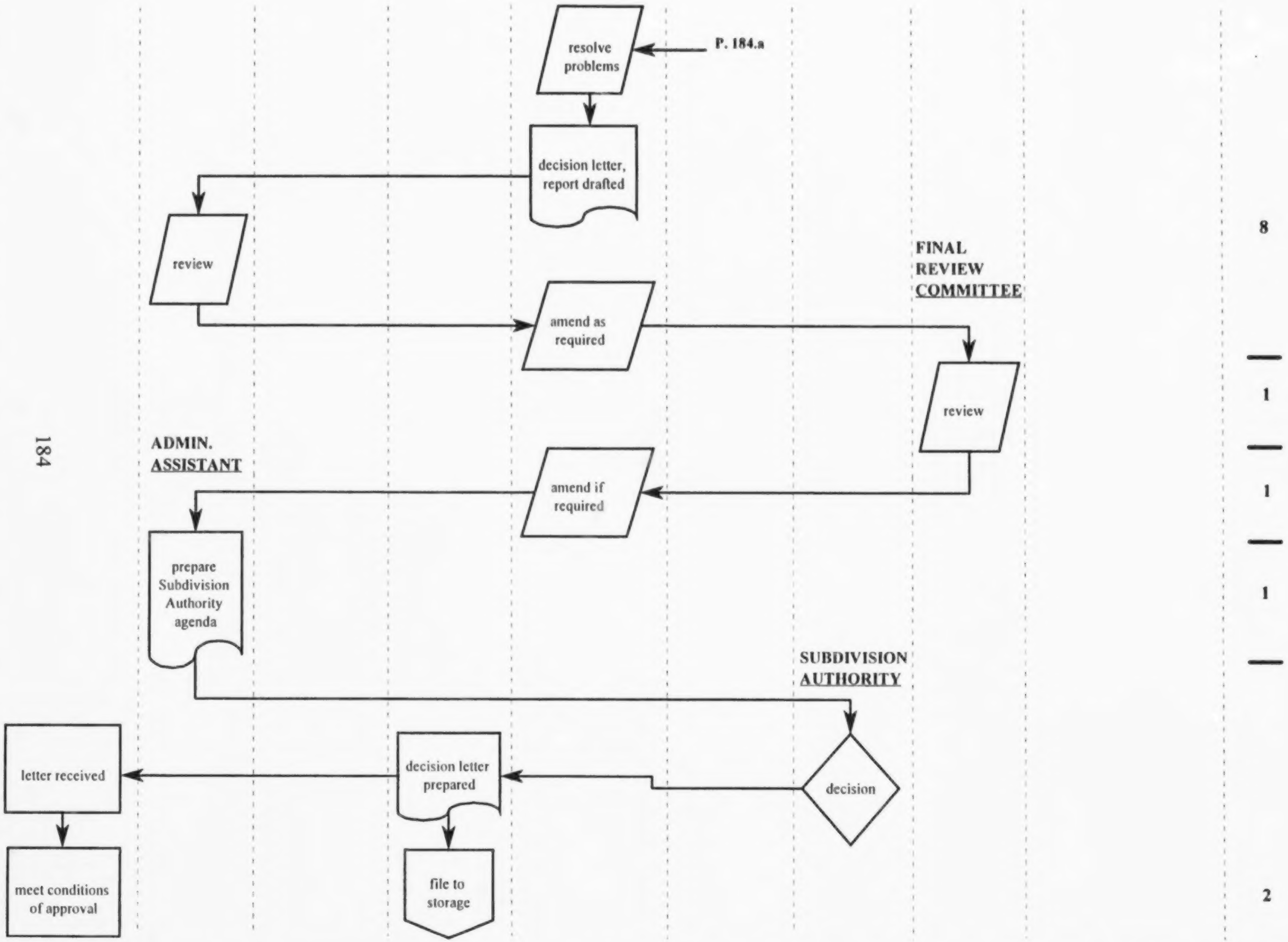
The revised process reflects the formulation of the Subdivision Authority pursuant to the new Municipal Government Act. Unlike the former Municipal Planning Commission, the Subdivision Authority (SA) convenes on a weekly basis rather than biweekly. This provides a greater flexibility and increased opportunity for scheduling and approving applications. The following steps occur during the processing and acceptance of a subdivision application that proceeds to the Subdivision Authority. This flow chart does not account for any significant delays due to inadequate technical information or servicing approvals. If the subdivision application is accompanied with an associated redistricting, the recommendation report will not be scheduled for consideration by the SA until the redistricting Bylaw has been given third reading by City Council.

- the applicant submits the required application forms, copies of the tentative plan, computation sheet (if required) and the appropriate fee
- the SO accepts the application, if it is complete from the perspective of submission requirements, and forwards the file onto the PO responsible for the area, and also directs the ASO to issue a receipt to the applicant
- the PO reviews the application and places it on the IRC agenda for presentation to the Manager, Directors, Subdivision Officer, and Senior Planners
- the PT drafts the circulation memorandum and the application is sent out for review and comments, the circulation period is typically fifteen working days
- the PT prepares the letter to the adjacent landowners, it is reviewed by the PO and sent out
- circulation returns are reviewed by the PO and problems are resolved; a draft SA report is prepared, reviewed by the Senior Planner and revised as required by the PO
- the FRC reviews the report, revisions are made if necessary, and the item is placed on the SA agenda which is prepared by the Administrative Assistant
- the SA meets and a decision is made on the application
- a copy of the decision report is sent to the applicant and any adjacent landowner who provided comments, the file is stored and the applicant has the option of meeting the conditions of approval, appealing a condition or the decision, or not pursuing the approval

The optimum time to complete this process is 31 working days which is well within the Statutory requirement of 60 calendar days.

REVISED SUBDIVISION PROCESS


APPLICANT
SENIOR PLANNER
A.S.O.
S.O.
P.O.
P.T.
I.R.C.
OTHER DEPARTMENTS
TIME
submits application
accepts application
initial position
NO
complete
YES
YES
circulate application
prepare circulation memo and adjacent landowner letter
receives letter and receipt
receipt and letter sent to applicant
3
Transportation
• Drainage Branch
•Transportation Planning Branch
Public Works
• Water Branch
Planning and Development
• General Manager
• Land and Housing Branch
• Forecasting and Policy Development Section
Community and Family Services
Parks and Recreation
Edmonton Power
ED TEL
NUL
see P. 184.a
15


P. 184.a
resolve problems
decision letter, report drafted
review
amend as required
FINAL REVIEW COMMITTEE
review
amend if required
ADMIN. ASSISTANT
prepare Subdivision Authority agenda
SUBDIVISION AUTHORITY
decision
decision letter prepared
file to storage
letter received
meet conditions of approval
8
1
1
1
2

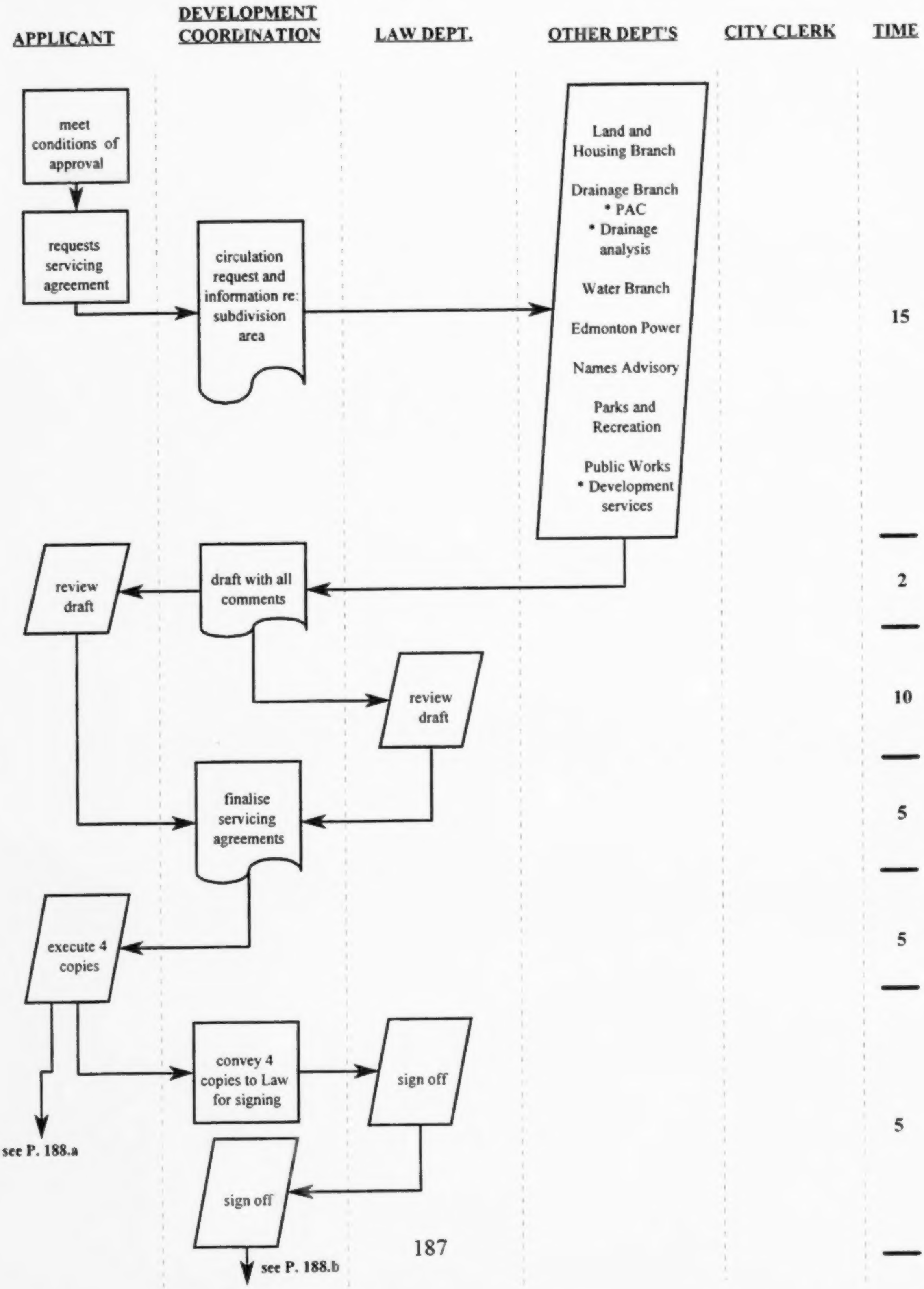
THE REVISED SERVICING AGREEMENT PROCESS

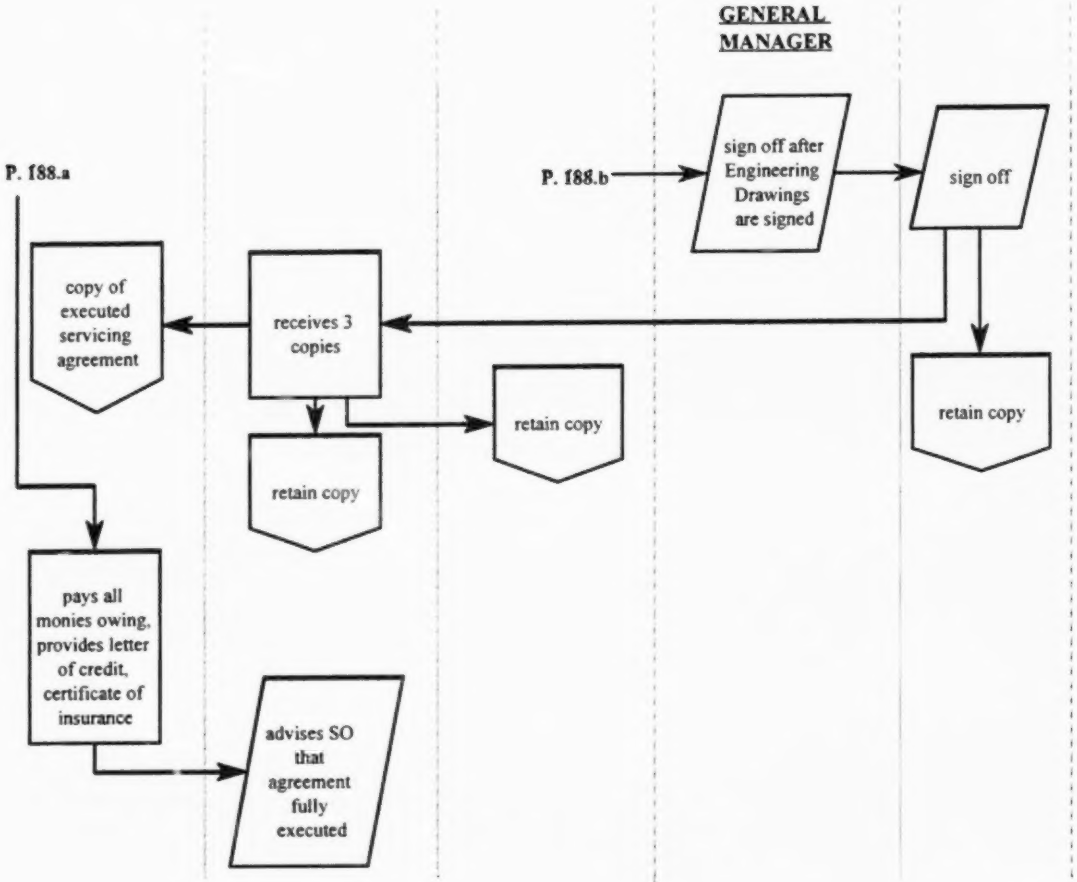
One of the most frequent conditions of subdivision approval is the requirement for the owner to enter into a servicing agreement with the City. This flow chart shows the steps involved in requesting, drafting and signing a servicing agreement. The recent changes to Provincial legislation are reflected in this description.

- the process starts with the owner requesting that a servicing agreement be prepared
- the DC Section circulates (at the same time as the Engineering Drawings are circulated) the request along with the pertinent subdivision data to the various departments and the Names Advisory Committee (this is a 15 working day time period)
- DC drafts a servicing agreement and circulates a copy to the Law Department concurrently with a copy going to the owner
- based on the comments received, the servicing agreement is finalised and four copies are sent to be executed by the owner
- the four executed copies are sent to the Law Department for signing as to form, returned to DC for signing as to content, if the Engineering Drawings are signed the Agreements are advanced to the General Manager's office for signing on behalf of the Mayor
- the four copies go to the Office of the City Clerk for signing, a single copy is retained by the Clerk and the remaining three copies are returned to the DC Section
- one copy is sent to the Law Department, one is sent to the owner and a copy is retained in the DC files
- the owner has 21 days after signing the Agreement to submit payment for the assessments and inspection fees, provide letters of credit and certificates of insurance
- DC then advises the SO that the Agreement has been fully executed and all moneys paid and the appropriate Subdivision Authority condition has been fulfilled

The optimum time for the completion of this process is 51 working days.

REVISED SERVICING AGREEMENT PROCESS


APPLICANT
DEVELOPMENT COORDINATION
LAW DEPT.
OTHER DEPT'S
CITY CLERK
TIME
meet conditions of approval
requests servicing agreement
circulation request and information re: subdivision area
Land and Housing Branch
Drainage Branch
* PAC
* Drainage analysis
Water Branch
Edmonton Power
Names Advisory
Parks and Recreation
Public Works
* Development services
15
review draft
draft with all comments
2
review draft
10
finalise servicing agreements
5
execute 4 copies
5
convey 4 copies to Law for signing
sign off
see P. 188.a
5
sign off
see P. 188.b


GENERAL MANAGER
P. 188.a
P. 188.b
sign off after Engineering Drawings are signed
sign off
copy of executed servicing agreement
receives 3 copies
retain copy
retain copy
retain copy
pays all monies owing, provides letter of credit, certificate of insurance
advises SO that agreement fully executed

9

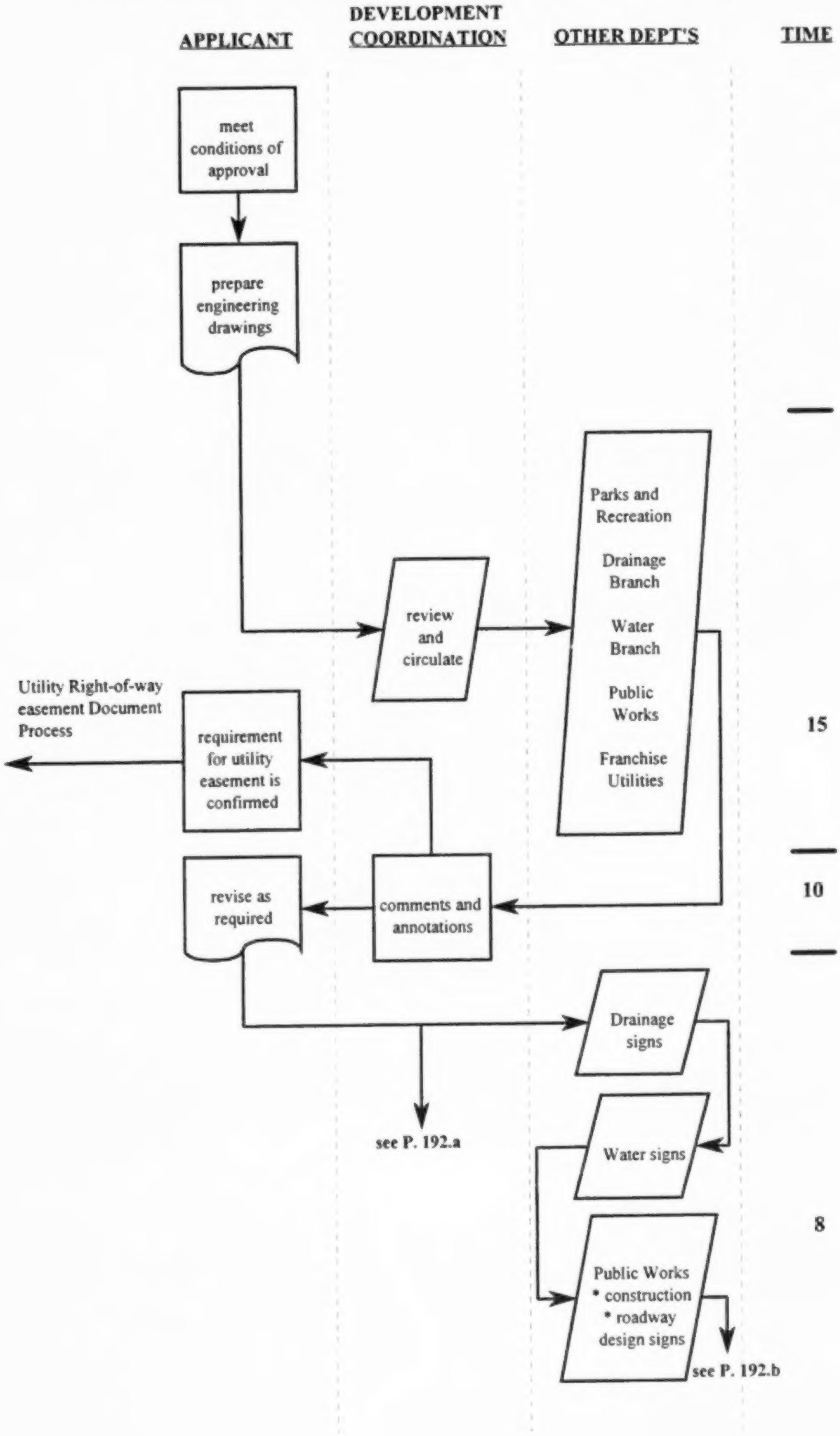
THE REVISED ENGINEERING DRAWINGS PROCESS

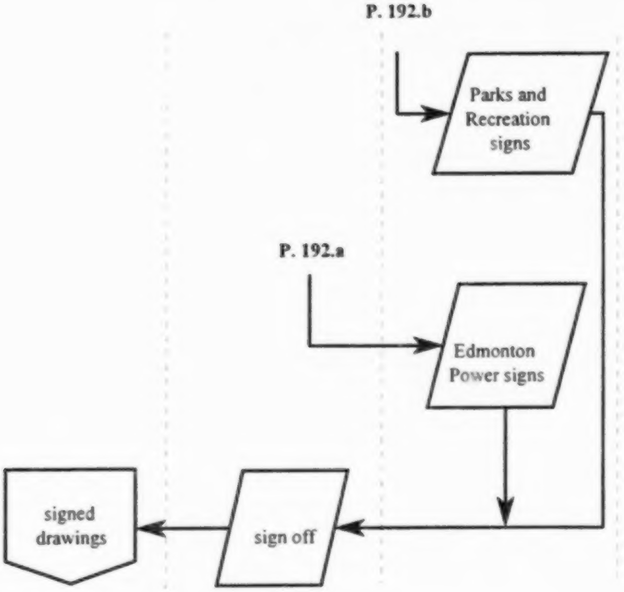
Engineering Drawings are generally required to be prepared whenever the approval of a subdivision includes the construction of municipal infrastructure. The recent changes to Provincial legislation are reflected in this description.

- following the SA decision the applicant prepares the drawings and submits them to DC for review and circulation (approx. 20 working days to prepare the drawings by the applicant/consultant)
- the review and circulation period is 15 working days following the circulation by the DC
- comments and annotated drawings (if necessary) are returned to the consultant to incorporate into the drawings and to revise as required
- this is the point at which the need for easements for utility rights-of-way are confirmed and the process for the preparation of the easement documents begin
- the revised drawings are returned to the Drainage Branch for signature, followed by the Water Branch, Public Works, Parks and Recreation Departments, in that order. Edmonton Power signs off on their drawings independently of the other departments
- the drawings are returned to DC section to be signed and the drawings are returned to the applicant/consultant

The optimum time frame for this process is 33 working days, not including the time required to prepare the drawings.

REVISED ENGINEERING DRAWINGS PROCESS


APPLICANT
DEVELOPMENT COORDINATION
OTHER DEPT'S
TIME
meet conditions of approval
prepare engineering drawings
review and circulate
Parks and Recreation
Drainage Branch
Water Branch
Public Works
Franchise Utilities
15
Utility Right-of-way easement Document Process
requirement for utility easement is confirmed
revise as required
comments and annotations
10
Drainage signs
see P. 192.a
Water signs
8
Public Works
* construction
* roadway design signs
see P. 192.b


P. 192.b
Parks and Recreation signs
P. 192.a
Edmonton Power signs
signed drawings
sign off

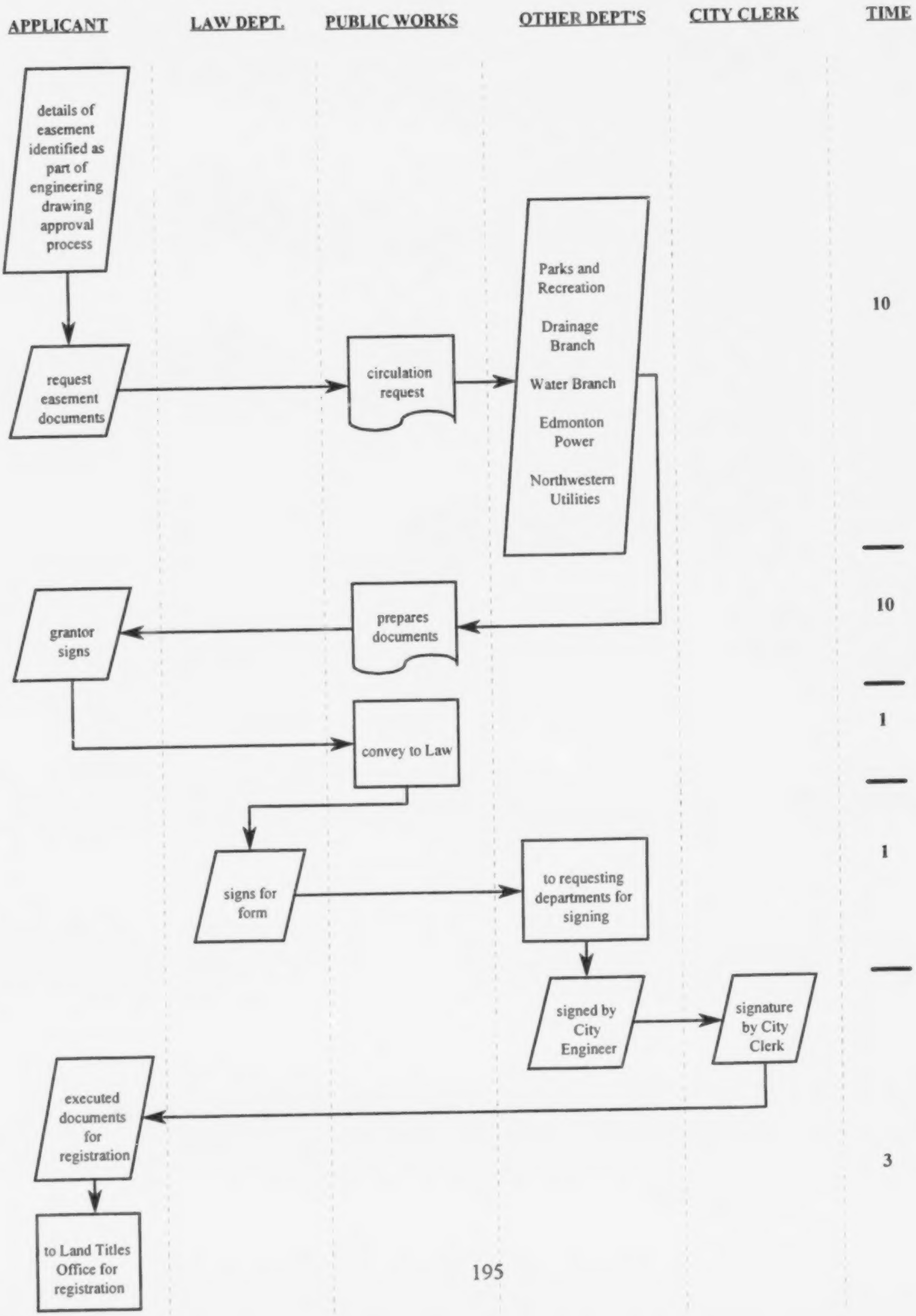
THE REVISED UTILITY RIGHT-OF-WAY AND EASEMENT DOCUMENT PROCESS

The provision of easements is a frequent condition of subdivision approval. The most frequent need for easements is to provide for underground utility alignments (95%) or for access (5%). This flow chart depicts the process for providing an easement or a utility right-of-way document. The requirement for an easement is defined in detail during the preparation of the Engineering Drawings.

- the detailed Engineering Drawings identify the need for the utility easement (the need for access easements is identified in the SA Conditions report)
- the applicant requests that an easement document be prepared by Public Works who then circulates the request to affected utility Departments and NUL
- the circulation comments are received and the easement documents are drafted by Public Works
- the grantor (applicant) signs the easement documents and they are forwarded directly to the Law Department for signing as to form
- the Law Department forwards the documents directly to the Department(s) that required the easement
- the documents are then signed by the City Engineer and sent to the Office of the City Clerk for signing
- the executed documents are returned to the applicant and are ready for registration with the linen plan at the Land Titles Office

The optimum time frame to complete this process is 25 working days.

REVISED UTILITY RIGHT-OF-WAY AND EASEMENT DOCUMENT PROCESS


APPLICANT
LAW DEPT.
PUBLIC WORKS
OTHER DEPT'S
CITY CLERK
TIME
details of easement identified as part of engineering drawing approval process
Parks and Recreation
Drainage Branch
Water Branch
Edmonton Power
Northwestern Utilities
10
request easement documents
circulation request
10
grantor signs
prepares documents
1
convey to Law
1
signs for form
to requesting departments for signing
signed by City Engineer
signature by City Clerk
executed documents for registration
3
to Land Titles Office for registration

THE REVISED RESTRICTIVE COVENANT PROCESS

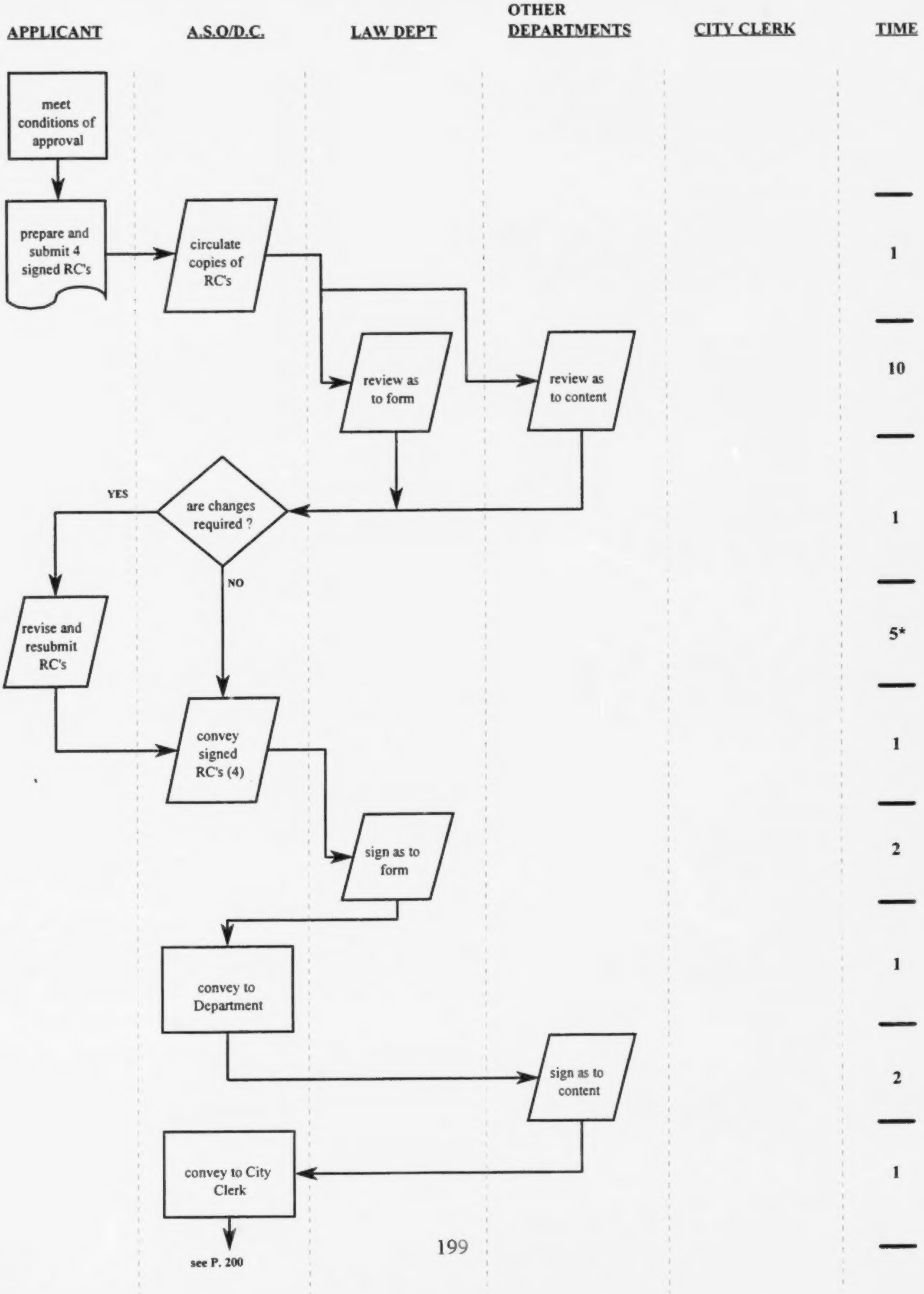
The revised Restrictive Covenant (RC) process would retain the same basic elements as the previous process with one major exception. Rather than having a time consuming submission and review period prior to the signing of the executed RC, the Administration should become more pro-active with regard to the content and format of the required RC. When subdivision approval is conditional on the provision of an RC, the applicant should be provided with a pre-approved RC format and the specific technical requirements of the RC. The applicant should be able to take this information and provide a completely acceptable RC back to either the Assistant Subdivision Officer or the Development Co-ordination Section.

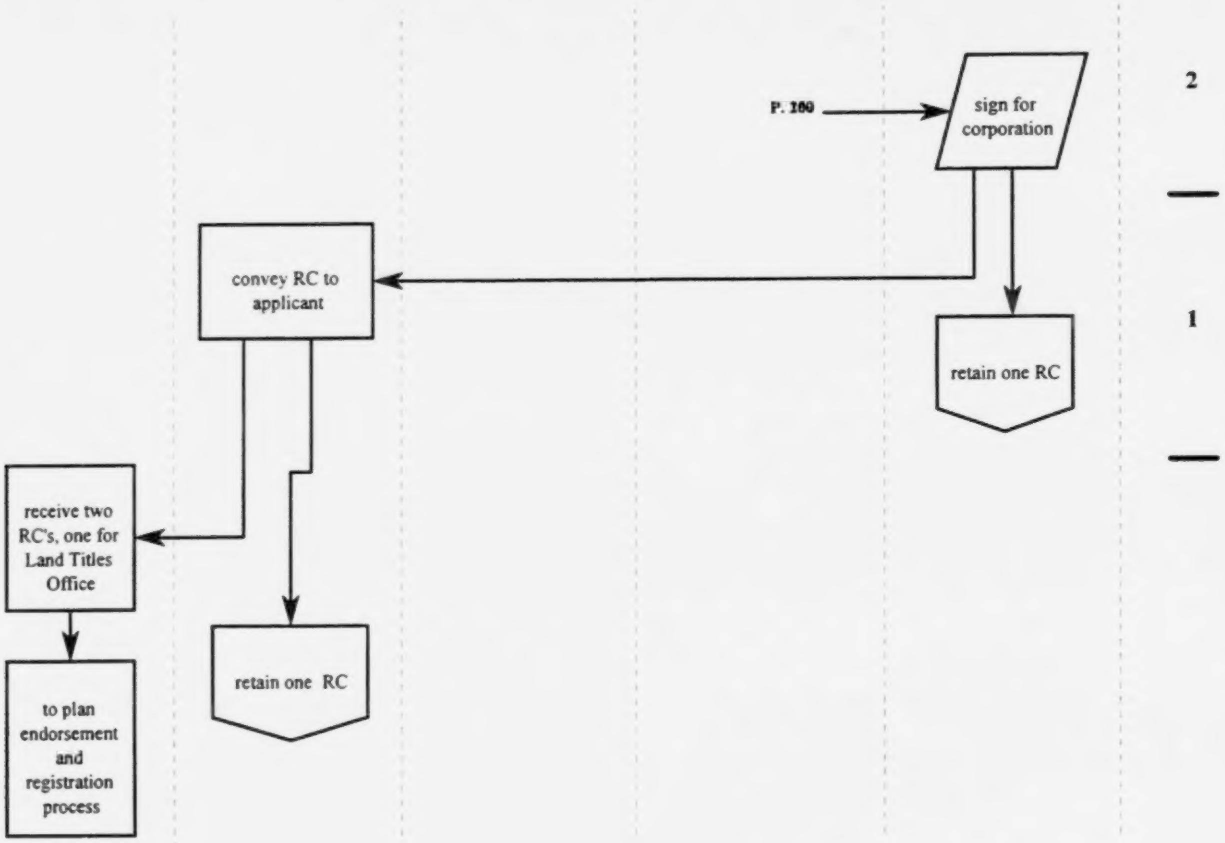
As a result of the Efficiency Sub-committee, the Planning and Development Department has reduced the time required to approve the RC by 5 working days. In addition, this process will be initiated immediately after subdivision approval.

- following the approval of the application, a meeting should be held with the applicant, the PO, the ASO and a representative of the Department requesting the RC to determine the specific wording and application of the RC and to provide the applicant with the standard format for the RC
- the applicant prepares and executes four RC's in accordance with the Administration requirements using the standardised format and sends them to the ASO/DC, who forwards them to the Law Department for signing as to form
- once signed, the Law Department would then forward the four RC's, to the Department that required them, for signature as to content (the conveyance of the documents to be done by a forwarding memorandum)
- four executed RC's are then directed to the Office of the City Clerk for signing on behalf of the Corporation. One RC is retained in the Clerk's files and three fully executed RC's are returned to the ASO/DC who retains one executed RC for the Planning and Development Department files
- two copies of the executed RC are given to the applicant, one of which is registered with the Plan of Subdivision at the Land Titles Office

This process has an optimum time frame of 22 working days to complete.

REVISED RESTRICTIVE COVENANT PROCESS


APPLICANT
A.S.O/D.C.
LAW DEPT
OTHER DEPARTMENTS
CITY CLERK
TIME
meet conditions of approval
prepare and submit 4 signed RC's
circulate copies of RC's
1
review as to form
review as to content
10
are changes required ?
YES
NO
1
revise and resubmit RC's
5*
convey signed RC's (4)
1
sign as to form
2
convey to Department
1
sign as to content
2
convey to City Clerk
1
see P. 200



P. 199
sign for corporation
2
1
convey RC to applicant
retain one RC
receive two RC's, one for Land Titles Office
retain one RC
to plan endorsement and registration process

NOTES:

*** dependant on applicant**

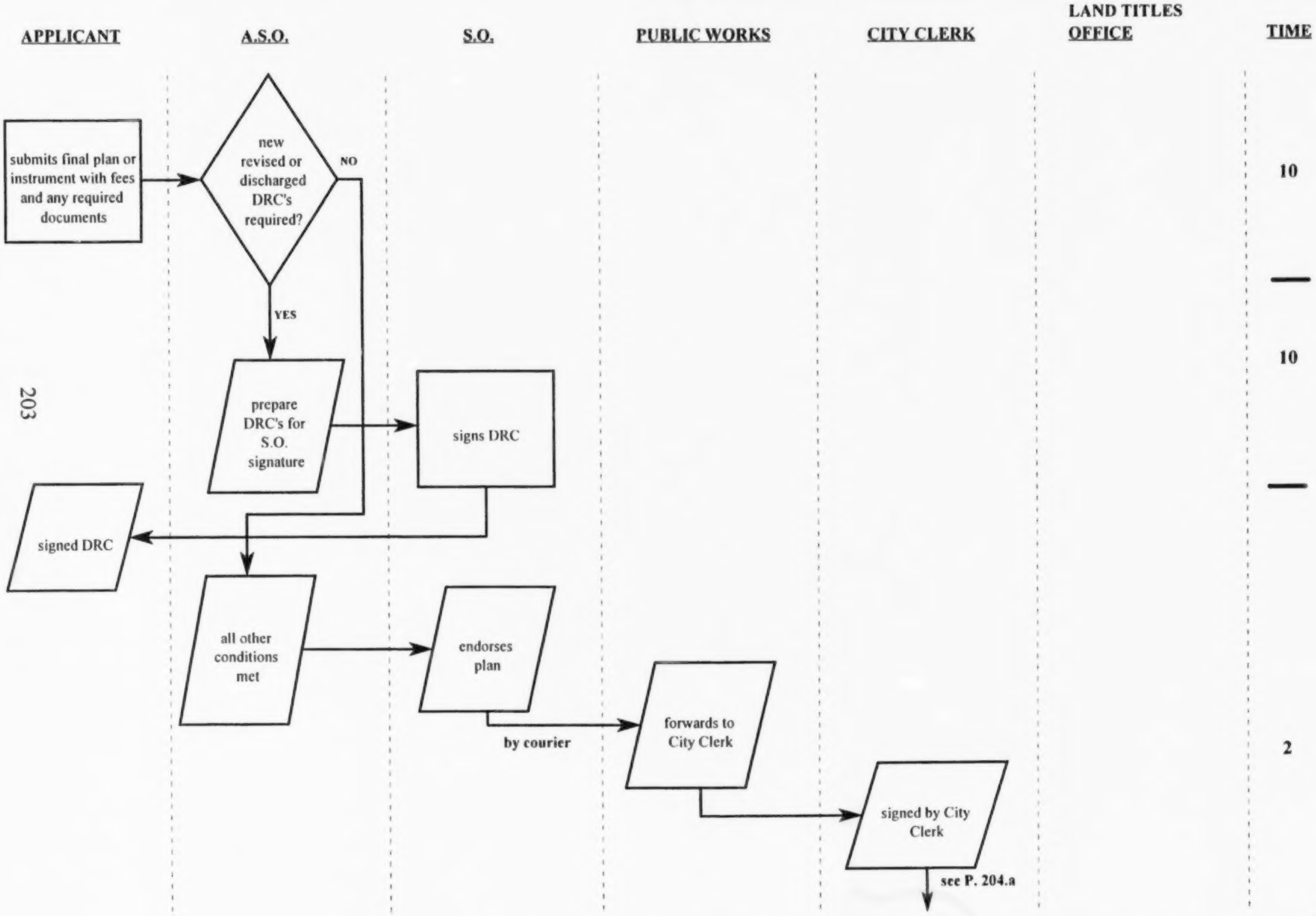
THE REVISED PLAN ENDORSEMENT AND REGISTRATION PROCESS

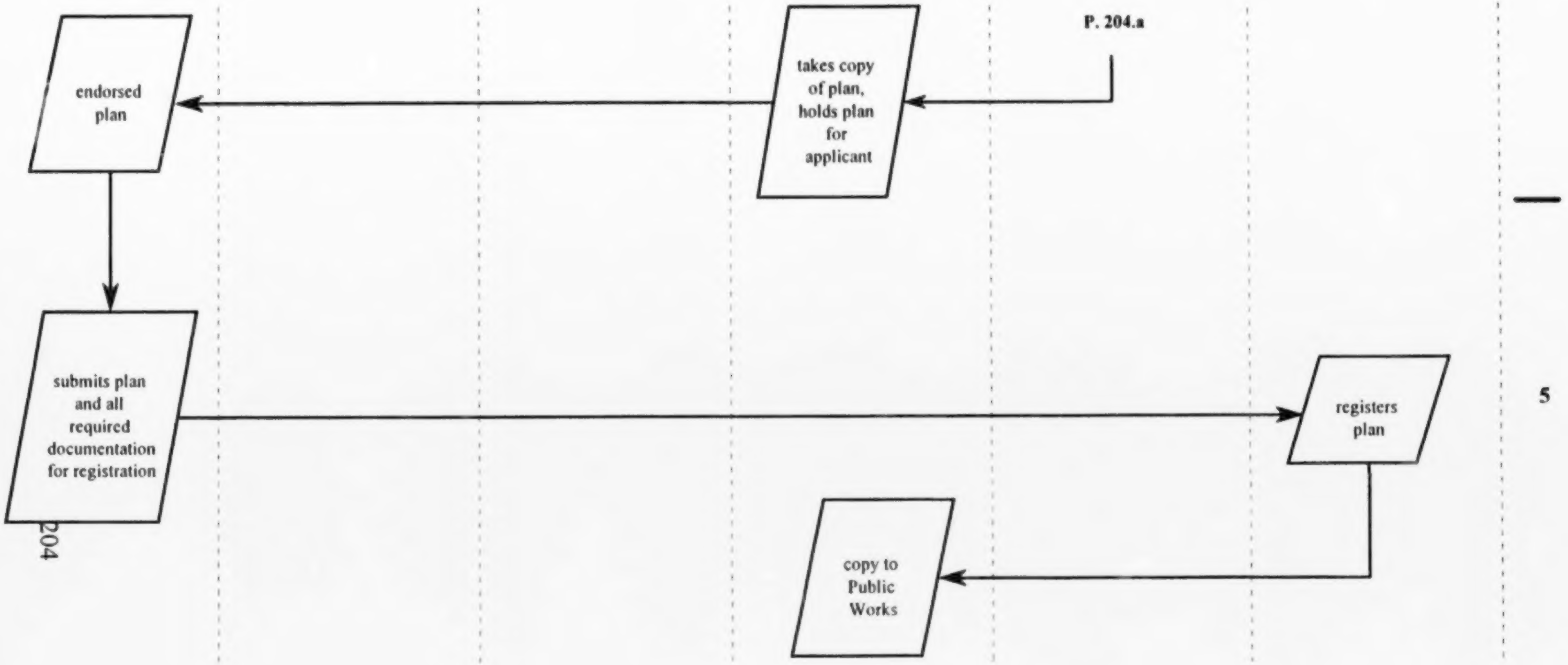
The plan endorsement is the final step in the subdivision process for the City. This flow chart and documentation indicates the steps required to be taken in order that a tentative plan of subdivision approved by the Subdivision Authority can be endorsed and subsequently registered. The basic assumption in this flow chart and documentation is that all of the conditions of subdivision approval have been met prior to the start of this process. The applicant has one year from the date of approval of a subdivision in which to prepare a final plan of subdivision or instrument for registration, including fulfilling the conditions of approval, and have the final plan of subdivision or instrument endorsed by the Subdivision Officer. If the applicant is unable to have the final plan of subdivision or instrument prepared or the conditions satisfied prior to the end of the one year period, the applicant may apply for an extension (this authority has been delegated from City Council to the City Manager).

- the applicant submits the final plan or instrument along with the necessary fees and any documents required by conditions of approval
- the ASO determines that the conditions of approval have been met and if DRC need to be discharged or prepared to satisfy Municipal Reserve requirements
- any required DRC's are prepared and signed by the SO and then forwarded to the applicant
- the SO will then endorse the final plan of subdivision (the SO may indicate, on the plan, the need to register easements/utility rights-of-way documents, restrictive covenants, or a DRC concurrently with the plan of subdivision)
- the plan of subdivision is sent by courier to Public Works, it is then relayed to the City Clerk for signature, it is returned to Public Works and the Print Shop. Public Works contacts the applicant and the plan is available for pick-up
- once the plan has been endorsed, the applicant has one year to register the plan (and the necessary documents) at the Land Titles Office

The optimum time to complete this process is 27 working days.

REVISED PLAN ENDORSEMENT AND REGISTRATION PROCESS


APPLICANT
A.S.O.
S.O.
PUBLIC WORKS
CITY CLERK
LAND TITLES OFFICE
TIME
submits final plan or instrument with fees and any required documents
new revised or discharged DRC's required?
NO
YES
10
prepare DRC's for S.O. signature
signs DRC
10
signed DRC
all other conditions met
endorses plan
by courier
forwards to City Clerk
2
signed by City Clerk
see P. 204.a


P. 204.a
takes copy of plan, holds plan for applicant
endorsed plan
submits plan and all required documentation for registration
registers plan
copy to Public Works
5

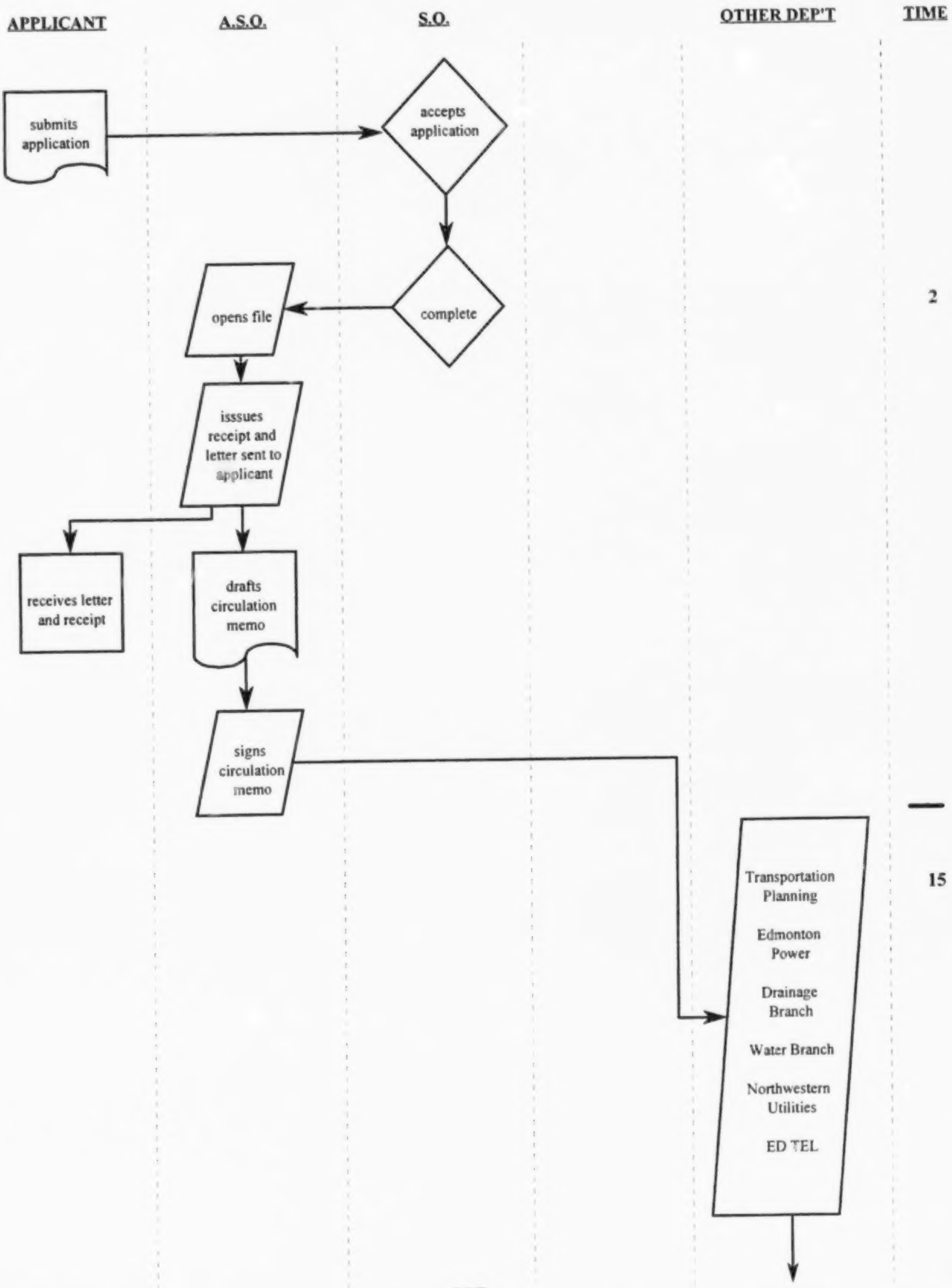
THE REVISED SUBDIVISION OFFICER APPROVAL PROCESS

The Subdivision Authority has delegated certain approval responsibilities to the Subdivision Officer. The authority delegated to the Subdivision Officer can generally be described as being minor re-subdivisions or condominium approvals. The Subdivision Officer does not deal with any applications that involve the dedication of Municipal Reserves, the need to enter into a Servicing Agreement, or any application which has an associated redistricting.

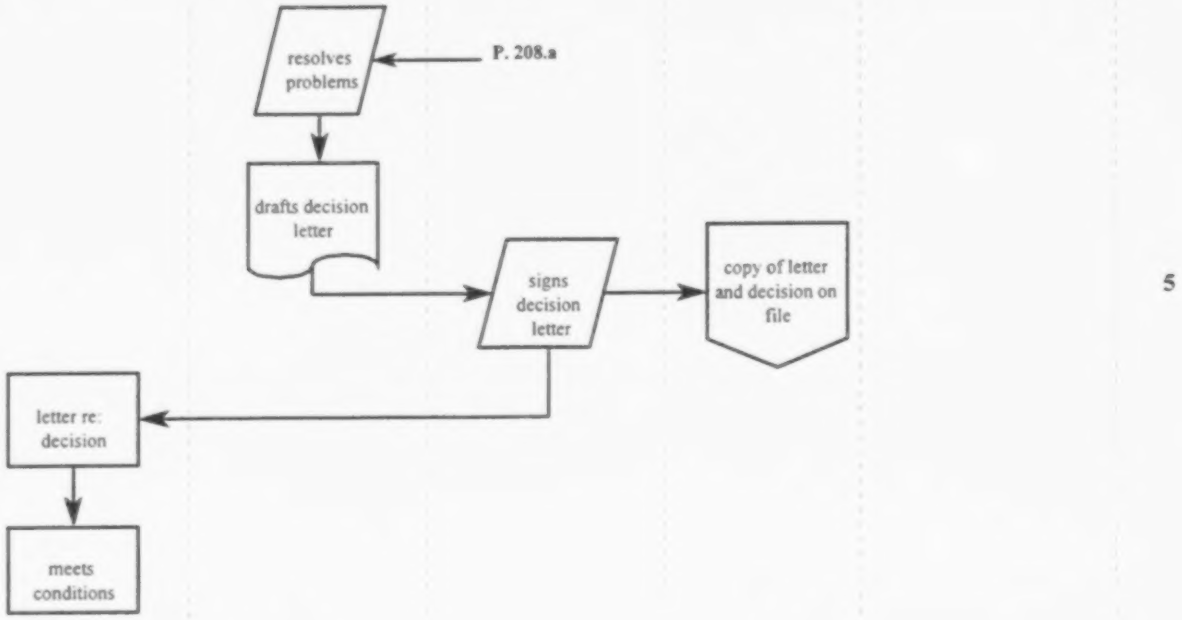
- the process begins with the submission of an application with the required fees and documentation
- the SO reviews the application and if it contains all of the required information it is accepted
- the ASO opens a file, sends a letter with the receipt to the applicant, and then drafts the circulation letter
- the ASO signs the circulation letter for the SO and sends copies of the application to Transportation Planning Branch, Drainage Branch, Water Branch, Edmonton Power, ED TEL, and NUL
- the ASO prepares the letter for the adjacent landowners and sends them out
- the circulation period is generally 15 working days
- the responses are returned to the ASO who resolves any problems and then drafts a decision letter
- the SO signs the decision letter, a copy is put into the file, and the letter is sent to the applicant who must then meet any conditions of approval

The optimum time to complete this process is 22 working days.

REVISED SUBDIVISION OFFICER APPROVAL PROCESS


APPLICANT
A.S.O.
S.O.
OTHER DEP'T
TIME
submits application
accepts application
complete
2
opens file
isssues receipt and letter sent to applicant
receives letter and receipt
drafts circulation memo
signs circulation memo
Transportation Planning
Edmonton Power
Drainage Branch
Water Branch
Northwestern Utilities
ED TEL
15

see P. 208.a


resolves problems
P. 208.a
drafts decision letter
signs decision letter
copy of letter and decision on file
5
letter re: decision
meets conditions

MISCELLANEOUS REPORT

INTRODUCTION

In the fall of 1995, as the activities of the various sub-committees were winding down, the Steering Implementation Committee reviewed the original Round Table report of June 1994 (i.e., the final reports of all the theme groups). The purpose was to deal with matters that had been previously tabled because they did not fit within any particular sub-committees' terms of reference. It also gave the SIC the opportunity to identify and make recommendations on any further matters they felt appropriate within the context of their own discussions over the year, and the findings of the sub-committees.

Following is a listing of the recommendations considered at that time, in the order in which they first appeared. There is a brief discussion about each recommendation, followed by the Committee's conclusion. These conclusions were generally of three types: the Committee satisfied itself that the matter had been considered; the Committee felt that it was not within its purview to judge the matter; or, the Committee made a specific recommendation regarding implementation.

At the conclusion of this exercise, the committee felt satisfied that they had adequately discussed and dealt with the original Round Table recommendations of June 1994.

Theme Reports

The following records each recommendation that the SIC considered under "Miscellaneous." This work was done in order, starting with the first recommendation of Theme 1 and working to the end of the report. The original recommendations are italicized and are followed by the SIC's comments. The SIC's recommendations are bolded.

Theme 1

1. *Support meaningful involvement of all interested stakeholders in the Planning and Development Process. "Stakeholders" consist of city residents, groups, organizations, developers and the City of Edmonton.*

   The Committee feels that many recommendations emanating from various parts of their final report will promote "meaningful involvement". These include the guiding principles on fairness, equity and information sharing; the statements of roles and responsibilities; and recommendations on public hearings.

In addition, the Committee recommends the following:

- **That the Edmonton Federation of Community Leagues consider hiring a planner to provide advice and assistance to Community Leagues.**

2. *All public and private planning and development is accountable in terms of the economic impact, the social impact and the environmental impact.*

The SIC believe that some very positive steps are presently being taken regarding impact analysis - e.g., geotechnical studies are always required for any activity near the River Valley. However, the Committee still believes that further work is required and recommends the following:

- **That the Planning Advisory Commission consider and bring forward recommendations on how to improve economic, environmental, and social impact analysis in the planning process, where appropriate.**
- **That the expectations for the various types of impact analysis - including purpose, scope, and jurisdiction - be clarified.**

4. *Improve integration and co-ordination of planning among civic departments.*

The Committee recognizes that sometimes problems arise when various civic departments have conflicting ideas on a particular application. A mechanism is required which will pry open the "log jams" that occur, so that the applications are not tied up. The Committee feels that the Planning and Development Department needs to be given an empowering role to dislodge these situations and recommends the following:

- **That once reasonable time limits have been established for the review and approval of various types and complexities of applications, the Planning and Development Department be given the authority and responsibility to expedite approvals through other departments and review agencies. An outside department or agency that fails to react within the prescribed time limits would forfeit their right to do so. In rare cases where the issue(s) on any specific application are exceptionally complex or difficult to resolve the Planning and Development Department may exercise discretion and approve modest extensions to the time limits.**
- **That the Planning and Development Department be given the authority and responsibility to ensure that the scope and level of detail required for any technical reports that are necessary to support a particular level of planning application be appropriate.**

- **That where conflicting objectives between departments are delaying the processing of an application, the Planning and Development Department be given the authority and responsibility to mediate and if necessary to arbitrate a resolution in a timely manner.**

The Committee recognizes that another point being raised here is the basic coordination of activities of the various departments involved in processing applications. The Committee feels that many of these concerns have been addressed by the Efficiency Sub-Committee, both through changes that have already occurred and through activities planned as a result of those deliberations.

Theme 2

Recommendation 4: In conjunction with the detailed review of the process and empowerment of the Planning and Development Department (as detailed in Recommendation 11), review and implement reorganization of the Planning Department as necessary, including a separate arbitration mechanism to monitor and expedite applications.

The Committee does not feel that it is their job to reorganize the Department. Their thoughts on integration and coordination have already been outlined above.

Recommendation 7: That criteria for participation in the process be reviewed to allow and encourage different approaches in inner city and suburban areas.

The Committee feels that the Department already uses a "common sense" and flexible approach regarding who is notified, depending on the various kinds of applications being considered. Further improvements will be forthcoming as these reports are implemented (e.g. Notification).

Recommendation 15: Review the processes used for Aldermanic inquiries with an eye to ensuring the provision of necessary information is done in the most efficient manner.

The Committee understands that some procedural changes have been made since this report was first published; in particular, aldermanic inquiries now have to come forward with costs and time allocations included. Further, they cannot be debated.

The Committee notes that this is not just a Planning and Development Department issue, and hence makes the following recommendation:

- **That the procedures for replacement dealing with both formal and informal inquiries from Council be reviewed, with the intent of reducing the amount of administrative time spent on them.**

Theme 3

Topic 1: Neighbourliness

Recommendation: Land use regulations should assist the process of change by addressing the existing and potential strengths and weaknesses of all neighbourhoods.

The Committee cannot recommend further, as the purpose of the recommendation is somewhat unclear. However, the Committee generally would guess that this issue is bigger than something that can be addressed in the Land Use Bylaw.

Topic 2A: Community Notification

Recommendation 3: The practice of using a waiver clause on the development application should be discontinued.

The Committee feels that the waiver clause is essential because it makes people take responsibility for their actions and therefore does not agree with this recommendation.

Recommendation 4: Include dates on notices of decisions subject to appeal.

This is now being done.

The Committee felt that the material presented under Theme 3 was very valuable. Many concerns from a wide variety of stakeholders are brought forward. The issues raised and the methods of resolving them (including further work with stakeholders groups) need to be incorporated into the upcoming Land Use Bylaw Review:

- **That the report of Theme Group 3 be considered during the Land Use Bylaw review process.**
- **That the Land Use Bylaw review be expedited.**

Themes 4, 5 and 6

The Committee felt that concerns raised in these reports were dealt with adequately.

Theme 7

Section 3: Demographics and Social Structure

The Committee feels that the issues addressed here - the need to be more flexible to adapt to market changes - are supported by both the Department and the Development Industry. The Committee therefore puts forward the following recommendation:

- **That, in the upcoming review of the Land Use Bylaw, thought be given as to how to build flexibility into the Bylaw. The Land Use Bylaw has to become more flexible to adapt to life cycle changes of a community (both economic and demographic). This may include the idea of temporary zoning or zoning types that provide certainty for a specified amount of time and, after that, change can be considered.**

Theme 8

1 (Page 72) Establish decentralized community based planning offices with access to a full range of planning services and resources. These locations should be "Store-front" locations for maximum visibility. Easy access by public transportation and automobile are required. Reasonably priced parking is required.

The Committee feels this is too expensive.

2. Explore the applicability of the Spokane organization approach for the City of Edmonton's Planning and Development Department.

The Committee was unclear as to what was meant by this.

1. (Page 75) The Planning and Development Department and City Council, in collaboration with Economic Development Edmonton, promote Edmonton nationally and internationally as an attractive economic development opportunity. Emphasis should be given to an "open for business" approach as reflected by our streamlined development and business licensing approval process.

The Committee concurs that the Planning and Development Department must be "open for business." Many of the Recommendations in the Implementation report will facilitate that. However, international promotion is the job of EDE.

Theme 9

2. (Page 80) Set up a "Planning corner" at Public Libraries where people can find out about applications in their community.

Planning materials are available at the Main Library. However, the best way for people to find out about the status of applications is to telephone the designated planner, as indicated in notifications of applications.

With regards to library facilities, however, the Committee puts forward the following recommendation:

- **That access to the Planning and Department's Library be improved, both physically and electronically. Once this is done, it should then be better advertised.**

2. *(Page 81) Maintain a public registration of all special interest facilities such as Group Homes and Half Way Houses.*

The Committee agrees that the issue of the concentration of Group Homes in certain neighbourhoods needs to be addressed and puts forward the following recommendation:

- **That, in the upcoming review of the Land Use Bylaw, recommendations from the Round Tables - beyond those contained in Theme 3 - should be considered. These include the issue of flexibility as per Theme 7 and the issue of concentration of certain uses (e.g., Group homes and half way houses) as per Theme 9.**

SUPPLEMENTARY

The Committee would like to make the following recommendations, aimed at "fast tracking" some development permit applications. In particular, the Committee would like to have recognized the advantages of talking with neighbours prior to applying for a development permit for a permitted use with minor or moderate variance, i.e., the "good neighbour" approach:

- **Regulations should be relaxed in instances where the applicant has received written concurrence from neighbours regarding minor or moderate variance to a permitted use. The Department needs to develop guidelines on how this could work.**

As part of the discussion on notification, the Committee noted that one concern that had arisen in the Round Tables, but not been addressed, was the responsibility of City Departments to notify neighbours of activities that would impact their areas. The Committee therefore puts forward the following recommendation:

- **That all Civic Departments that have responsibilities that change neighbourhoods (e.g., tree planting or removing, landscaping changes, sidewalk and road alterations, repairs, etc.) incorporate notification procedures to neighbours (at least to community leagues) during the early planning stages.**

During Round Table discussions and again during the Implementation Phase, many concerns arose regarding building permits, development permits, and inspections. Some of these are included in the Theme 3 Report. However, other frustrations, beyond those linked with the Land Use Bylaw, still remain, particularly related to multi-family, commercial, and industrial buildings:

- **That a mechanism be designed to clarify and deal with the diverse frustrations associated with building permits, development permits, and inspections - particularly related to multi-family, commercial, and industrial buildings - that are beyond the purview of this review.**

ATTACHMENT 2

PLANNING AND DEVELOPMENT DEPARTMENT RESPONSE REPORT TO THE STEERING IMPLEMENTATION COMMITTEE RECOMMENDATIONS

PLANNING AND DEVELOPMENT DEPARTMENT RESPONSE REPORT TO STEERING IMPLEMENTATION COMMITTEE RECOMMENDATIONS

INTRODUCTION

The Steering Implementation Committee (SIC) has taken the recommendations generated through the Planning Process Round Table and determined strategies for their implementation. The result is a set of refined recommendations grouped under six topic areas. The Planning and Development Department, which worked closely with the SIC providing advice, insights, expertise, and resources, has prepared the following responses to the recommendations regarding their past, current or future implementation.

COMMITMENT TO ACTION

The Planning and Development Department has dedicated considerable staff resources to working with the SIC and are pleased to have been an integral part of the process for determining the resulting recommendations. The Department is a dynamic organization that accepts change as necessary in order to fulfill our commitment to meeting the needs and requirements of our customers as well as those of Council. As a result we are prepared to implement those actions, some of which have already been implemented, as detailed in the following table for each recommendation as instructed to by Council.

THE TABLE

The Department has arranged its responses in the following table, the table being divided into the six topic sections associated with the six Round Table Committees. The table contains eight columns. The first column contains the recommendations in abbreviated form. The second column, Planning Department Response, contains the Department's responses to the recommendations and whether it agrees with the recommendations and what steps, if any, the Department is currently taking, or has taken, to implement the recommendations.

The third column, Approvals Required, indicates the approvals needed to implement the recommendations. Some of these approvals have already been given, whereas for others approval is still needed to implement the recommendation. Approvals are generally needed from: a Branch of the Department if it is specific to that Branch; the Department Management Team if it affects the Department as a whole; or City Council if policy changes requiring bylaws are required (Council approvals have been highlighted.). Other approvals may be automatic if the recommendation is or has been implemented through the Department's ongoing operations. Other recommendations may not be appropriate for the Department to implement at this time or may require changes to legislation at the Provincial level.

The fourth column, Action Plan, details what, if any, action is required on the part of the Department to implement the recommendations. The fifth column, Expense to City, lists estimated capital and operational costs required of the City as a corporate entity to implement the recommendations. Expenses do not include staff salaries, with the exception of new staff positions to be created as a result of the recommendations. The sixth column, Staff Time to Complete Actions, is an estimate of the amount of staff time that will be required to fulfill the Action Plan. The seventh column, Time Required to Complete Actions, includes Staff Time plus time required for approvals, printing and other technical work, and outside consulting if required. The last column lists the expected year in which the action plan associated with the recommendation will be part of the Department's work plan.

APPROVALS AND IMPLEMENTATION

The recommendations emanating from the Round Table Committees cover a wide range of Department and community activities. Some of the recommendations would have significant impact on how the Department operates, while others are minor adjustments that can be easily incorporated into the Department's existing operations. A number of recommendations have already been implemented.

Those recommendations that would have a significant impact usually require changes to the legislation under which the Department operates, such as the Land Use Bylaw. Such changes require Council's approval, and in one instance the Province would have to change the Municipal Government Act to have the recommendation implemented.

Those recommendations where legislative changes are not required can often be implemented within the Department by either a Branch Manager, where it would impact only on a particular Branch, or, where more than one Branch is to be affected, the Department Management Team consisting of the General Manager and Branch Managers. Some of the recommendations require the co-operation and agreement of other City Departments, while others are directed towards agencies and boards that have extensive dealings with, or an interest in, the Department and it's operations. These include the Subdivision and Development Appeal Board (SDAB) and the Edmonton Federation of Community Leagues (EFCL).

Where the recommendations have already been implemented, as official or unofficial Department policies or procedures, no approvals will be required. In most cases staff will be reminded of and encouraged to use these policies and procedures.

Where approvals have been granted to proceed with actions necessary to implement the recommendations, the Department will commit itself to fulfilling these actions as expeditiously as possible given current resources. The following tables indicate the number of recommendations emanating from each of the Round Table committees and the authorities required to approve the actions.

Number of Recommendations by Committee

Notification	10
Public Education	10
Decision Making	5
Conflict Management	13
Efficiency	7
Miscellaneous	9
Total	**54**

Number of Approvals Required for Actions by Authority

No Approvals Required	11
Province	1
City Council	15
EFCL	1
City Manager	1
All City Departments	2
City Clerk	2
Law Dept.	1
Dept. Management	20
Branch	9
SDAB	2
Infrastructure Committee	1
Subdivision Authority	1
Total	**67**

TIMELINES FOR IMPLEMENTATION OF RECOMMENDATIONS

The majority (32) of the action plans associated with the recommendations will be initiated in 1996. Another 21 will be initiated in 1997, and the one remaining in 1998. Timing is based on the available use of current Department resources, staffing and budgets. Those action plans slated for 1997 and 1998 will be identified in the Work Programs for those years and, if costs are substantial, the Departmental budgets for those years.

NOTIFICATION COMMITTEE RECOMMENDATIONS

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
1. Erect Signs Upon Receipt of Development Application	• specific categories require signs • will pursue	• **City Council**	• evaluate costs and benefits • prepare amendments to LUB where appropriate	- -	• 1 month • 2 months	• 2 months • 4 months	1997
2. Investigate a Sign Protocol for Development Permits	• will pursue • linked with preceding recommendation	• **City Council**	• evaluate costs and benefits • prepare amendments to LUB where appropriate	- -	• 1 month • 2 months	• 2 months • 4 months	1996
3. Eliminate Newspaper Advertising for Development Permits	• the Municipal Government Act leaves it to the discretion of the municipality • alternatives must be in place before elimination	• **City Council**	• prepare reports of costs/benefits to City • refer to preceding recommendations on signs	- -	- -	- -	1997
4. Colour Code Development Permit Notices to Reflect Possible Community Impact	• will be considered	• Dept. Management Team	• develop criteria for categories • if adopted, LUB amendments required	- -	• 1 month • 2 months	• 2 months • 4 months	1997

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
5. Establish Registry of Stakeholders for Development Permit Notification	• currently maintain and update list of Community League and Resident Association contacts	• Dept. Management Team	• develop criteria for registry boundaries and membership • update	• advertising and mailing costs ($3000 - $4000) • mailing costs	• 3 months • ongoing	• 6 months • ongoing	1996
6. Establish Clear Notification Language for Development Permits	• agree	• Dept. Management Team	• review current practice in light of Committee recommendation	-	• 1 month	-	1997
7. Specify Recipients Who are to Receive Development Permit Notification Based on type of Permit	• depends on class of Development Permit	• Dept. Management Team • **City Council**	• review current practice • prepare amendments to LUB where appropriate	- -	• 1 month • 2 months	• 2 months • 4 months	1997
8. Replace the term "Redistricting " with "Rezoning"	• agree	• City Council • Law Dept.	• prepare amendment to LUB advising of change	-	• 1 day	• 1 week	1996
9. Clarify Requirements for Rezoning Notices and Signs	• agree	• Dept. Management Team • **City Council**	• review current practice • prepare amendments to LUB where appropriate	- -	• 1 month • 2 months	• 2 months • 4 months	1996
10. Test Effectiveness of Signs for Development Permits	• linked with preceding recommendation	• Dept. Management Team	• monitor reaction of applicants and affected property owners	-	• ongoing	• ongoing	1997

PUBLIC EDUCATION AND AWARENESS COMMITTEE RECOMMENDATIONS

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
1. Prepare a Planning Handbook	• already exists • updated and simplified November, 1995 • next Handbook and subsequent ones to include stakeholder input	• Branch decision	• completed • will be revised as necessary	• $2,500 -	• 1 month -	• 1 year -	1998
2. Prepare Planning Pamphlets	• single topic pamphlets currently available (i.e. home businesses, building a fence, garages, etc.)	• Branch decision	• prepare information • print • distribute	- • $4,000 -	• 2 months • 1 week • ongoing	• 2 months • 1 month • ongoing	1996
3. Establish Information and Distribution Network for Pamphlets	• Dept. currently places pamphlets in some retail outlets and can expand network	• Branch decision	• establish network of interested distributors	• none	• 1 month	• 3-4 months	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
4. Establish Partnership With Educational Institutions to Promote Planning Processes	• done on request (i.e. career days, Grant McEwan seminars etc.)	• Branch decision	• establish network of interested institutions • develop seminar materials	• none • $4,000	• 2 months -	• 4 months -	1996
5. Review Department Telephone Listings	• listings updated on a continuous bi-annual basis • now available on WWW Home Page	• automatic	• continue to update bi-annually • review format	- -	• ongoing -	• ongoing -	1996
6. Evaluate Electronic Presentation Aids for Information Purposes	• Dept. continually evaluates new presentation techniques and purchases as resources allow (i.e. video camera for recording meetings)	• Branch decision	• evaluate needs as circumstances dictate	• included in annual budget requests	• ongoing	• ongoing	1996
7. Investigate Funding/Grant Sources for Education	• not currently undertaken • agree - see Public Education Officer Recommendation (recommendation 10)	• Branch Decision	• can be done internally as part of establishment of partnership with educational institutions	-	• ongoing	• ongoing	1997

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
8. Improve Notification Letters	• Dept. recently reviewed notification letters and simplified	• Branch decision	• ongoing reviews and updates	-	• ongoing	• ongoing	1996
9. Monitor Public Education and Awareness Recommendations	• agree	• Dept. Management Team	• ongoing review with yearly report	-	• 2 weeks	• 1 month	1997
10. Create a Public Education Officer Position	• current responsibility for education dispersed amongst planners, and communications and customer service staff	• City Manager - staffing	• reassign staff to fill position	• opportunity cost to other Dept. programs (1/2 FTE per annum)	• 1/2 time position	• permanent	1997

DECISION-MAKING BODIES COMMITTEE RECOMMENDATIONS

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
1. Prepare and Adopt a Code of Ethics and Rules of Practice for the DAB	• both products would assist the operation of the Board • Subdivision and DAB Bylaw, adopted by Council Nov. 1995, establishes powers and operations of the Board, including conflict of interest guidelines.	• **City Council** • Subdivision and DAB • City Clerk	• Prepare and adopt a Code of Ethics • City Clerk to prepare and publish Rules of Practice (based on Subdivision and DAB Bylaw)	• $2,000 • $3,000	• 2 months • 2 months	• 6 months • 6 months	1996

Recommendation	Planning Department Response	Approvals - Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
2. Summarize Reasons for DAB Making Decisions In-Camera as well as in Public	• Subdivision and DAB Bylaw establishes in-camera decision format • Dept. replied to Council members concerns re: in-camera decisions of DAB in a report to Council in June 1995. • DAB Customer Satisfaction Survey (Oct. 1995) confirms appropriateness of in-camera deliberations	• **City Council** • **City Council** • **City Council**	• completed • completed • completed	- - -	- - -	- - -	1996
3. Propose that all Re-Zoning Applications be Handled by a Zoning Review Board	• concept of a Zoning Review Board should be fully investigated • contrary to current Provincial Legislation	• Government of Alberta (MGA) • **City Council**	• to be investigated as part of LUB review	• fees for initiating legislation • operation of Board (est. at $150,000 per annum)	- -	- -	1997

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
4. Create Planning Advisory Committee to Examine City-wide Planning Issues	• concept of a Planning Advisory Committee should be fully investigated as part of the MDP process	• **City Council**	• investigate as part of MDP review	• operation of Committee (est. at $150,000 or more per annum)	-	-	1997
5. Devise Measures for More User-friendly Council Public Hearings	• improvements to Hearings should be considered bearing in mind the legislative requirements of the MGA • Dept. considers current practice to be satisfactory, but recognizes need for periodic review	• **City Council**	• review Public Hearing process based on detailed Round Table recommendation (may require external advice) review to be co-ordinated by City Clerk	• $10,000 for review by City Clerk	• 4 months	• 8 months	1997

CONFLICT MANAGEMENT COMMITTEE RECOMMENDATIONS

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
1. Adopt and Promote a Positive Attitude Towards Conflict Management	• The Department recognizes the importance of conflict management and *is* positive in its application	• none	• incorporate into Department Mission Statements, Policies and Procedures as appropriate	-	-	-	1996
2. Encourage Pre-Development Application Consultation	• Pre-application consultation is encouraged by the Dept., but we are open to new ways to promote communication between developers and the community prior to the application	• none	• encourage stakeholders to take initiative of pre-application consultation in our information pamphlets and personal consultations	-	-	-	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
3. Discuss Development Concerns Informally Amongst Stakeholders Early in the Development Permit Application Process	• informal discussions early in the development process are valuable • success is dependent on having all stakeholders involved, otherwise the potential for conflict increases • refer to alternate process recommended by Efficiency Com.	• none	• planning staff will need to coordinate and chair informal meetings between stakeholders affected by Development	• money spent on process may increase at outset but can be offset by more efficient use of time	• time spent on process	-	1996
4. Use Informal Discussions to Move Toward Creative Collaborative Solutions	• the Dept. supports this objective	• none	• the Dept. will support the method of finding "common ground", rather than reporting stakeholder positions	-	-	-	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
5. Provide a Detailed Outline on When and How to Use Mediation	• a guide to the appropriate use of mediation will assist staff, the development applicant and the public • mediation not always relevant with current decision-making process	• Department Management Team	• use existing guide or research, prepare and publish own guide for mediation use and relevant procedures	• may require hiring external consultants for assistance	• 4 months	• 8 months	1997
6. Recognize Conflict Management as a "Loop Process" to be Used at any Time and Point in the Planning Process	• the Dept. understands the application of conflict management as a "Loop Process" during public consultations	• none	• promote the use of conflict management techniques at any time and point in the planning process	-	-	-	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
7. Apply Appropriate Resolution Techniques to Suit Individual Situations	• the Dept. uses or refers groups or individuals in conflict over plans or proposals that have unresolved issues (e.g. the Gainer's site) to external conflict resolution services Dept. planners consider conflict resolution to be part of their job.	• Dept. Management Team	• continue to train planners in up to date conflict resolution techniques	• $5,000	• 1 month	• ongoing	1996
8. Recognize Council's Role as Ratifier and Arbitrator During Conflicts	• the Dept. recognizes Council's role as an arbiter of conflicts • the Dept. recommends approval for proposals that have been the subject of mediation and conflict resolution techniques and those which are consistent with Dept. policies and procedures	• none • none	• the Dept. will continue to recognize Council's role as ratifier and arbitrator of conflicts	-	-	-	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
9. Where Needed Find Ways to Finance Conflict Resolutions	• the Dept. currently recommends using the services available through Community and Family Services, however other sources of funding will need examination in the future	• **City Council** • Department Management Team	• prepare report on potential sources of assistance and develop estimates of required services for budget purposes	-	• 3-4 months	• 4-6 months	1997
10. Identify Implications of Conflict Management Techniques on Administration	• the Dept. is aware of the need to become engaged in conflict management and has made training of conflict management techniques available to staff	• Department Management Team	• make training of conflict management techniques available to staff • promote importance of using conflict management techniques • monitor staff effectiveness at using conflict management techniques	• as required • none • none	• ongoing • ongoing • ongoing	• ongoing • ongoing • ongoing	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
11. Recognize That the Types and Levels of Conflict Can Vary Depending on the Community and Allocate Staff Accordingly	• the Dept. recognizes that some communities are more complex in their socio-economic makeup and the issues they face and therefore may require more extensive efforts at conflict resolution	• Department Management Team	• to ascertain at an early stage of the planning process the probable need for staff, based on the complexity of the issues and the community involved	-	-	-	1996
12. Work Towards a Balanced Perspective Involving the Inclusion of All Community Stakeholders	• the Dept. recognizes the political importance of achieving a balanced perspective that involves all community stakeholders in the decision-making process	• none	• continue to ensure the inclusion of all community stakeholders	-	-	-	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
13. DAB to Promote Informal Collaboration and Formal Mediation to Resolve Conflicts	• there are no policies requiring this, however conflicts that the Board has deemed non-planning in nature have been referred to mediation • information on mediation has been given out by DAB staff prior to appeals being made	• DAB	• make DAB aware of recommendation	-	-	-	1996

EFFICIENCY COMMITTEE RECOMMENDATIONS

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
1. Implement Revised Statutory Approval and Approval Related Processes	• the various processes have been identified and implemented	• Dept. Management Team • Subdivision Authority	-	-	-	-	1996
2. Provide for an Alternative Redistricting Process Using Pre-Application Identification and Resolution of Problems With the Public and Administration	• Dept. will encourage all applicants to use this process where appropriate.	• none	• make applicants aware of alternative • monitor effectiveness	- -	• ongoing • ongoing	• ongoing • ongoing	1996
3. Provide for an Alternative Road Closure Process to Allow for Discussion of Selling Public Land Prior to Application	• Dept. will encourage all applicants to use this process where appropriate	• Dept. Management Team	• make potential applicants aware of alternative • monitor effectiveness	- -	• ongoing • ongoing	• ongoing • ongoing	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
4. Work With Development Industry to Define Minimum Information Submission Requirements	• in 1996 Work Program to prepare Terms of Reference for submission requirements	• Dept. Management Team	• integrate into LUB review • prepare Terms of Reference	- -	- • 5 months	- • 11 months	1997
5. Review Circulation Procedures and Time Frames Throughout the Administration	• in 1996 Work Program	• Dept. Management Team • All City Departments	• review City Departments current practice • evaluate cost and benefits	- -	• 1 month • 2 months	• 11 months • 11 months	1996
6. Improve Bylaw Scheduling	• improvements have been made • Dept. will continue to monitor	• City Clerk • **City Council**	• monitor effectiveness	-	• ongoing	• ongoing	1996

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
7. Establish Firmer Timelines for Community Responses to Applications	• timelines were recently addressed and revised through EFCL Timelines Task Force	• none	• review as required with EFCL	-	-	-	1996

MISCELLANEOUS RECOMMENDATIONS

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
1. Suggest that EFCL Hire Planner to Assist Community Leagues with Planning Matters	• agree, could be valuable	• EFCL	• inform EFCL of recommendation	• (to EFCL)	-	-	1996
2. Define Expectations for Various Types of Impact Analysis	• to be considered as part of Terms of Reference for various processes	• Branch decision	• incorporate into work program	-	-	-	1997
3. Define Role of Department in solving Inter-departmental Planning Related Disputes	• agree with need for some sort of dispute resolution mechanism	• Dept. Management Team • other City Departments	• review current practice • recommend improvements	- -	• 2 months • 2 months	- • 4 months	1997
4. Review Process for Formal and Informal Councillor Inquiries	• Dept. agrees with initiative	• City Clerk	• review current practice • recommend improvements	- -	• 2 months • 2 months	- • 4 months	1997

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
5. Consider Round Table Reports in the Land Use Bylaw Review	• to be included in Terms of Reference if LUB review proceeds	• Dept. Management Team	• consider recommendations within context of review	-	-	-	1997
6. Improve Access to the Department Library	• Dept. sees opportunities to improve access through internet and other technologies • access will continue to be limited for reasons of space and security	• Branch decision	• review current access policy • recommend improvements	- -	• 1 month • 1 month	• 4 months -	1996
7. Need for Guidelines to Promote the "Good Neighbour" Approach, where neighbours are approached prior to the issuance of Development Permits	• Dept. agrees with initiative	• Dept. Management Team	• Dept. will prepare guidelines	-	• 4 months	• 1 year	1997

Recommendation	Planning Department Response	Approvals Required	Action Plan	Expense to City	Staff Time to Complete Actions	Total Time to Complete Actions	Work Year Scheduled
8. Have Civic Departments Adopt Guidelines for Informing Communities of Actions That will Affect Them	• NIP coordinates infrastructure improvements on a neighbourhood basis. • should be reviewed	• City Infrastructure Committee	• review current practices • adopt guidelines where appropriate	-	• 2 months • 4 months	• 1 year -	1997
9. Continue to Identify and Deal with Frustrations Related to Building and Development Permits and Inspections	• Dept. agrees and is always looking for ways to improve • regulations are not always popular	• Dept. Management Team	• review current practices • recommend improvements	- -	• ongoing -	• ongoing -	1996